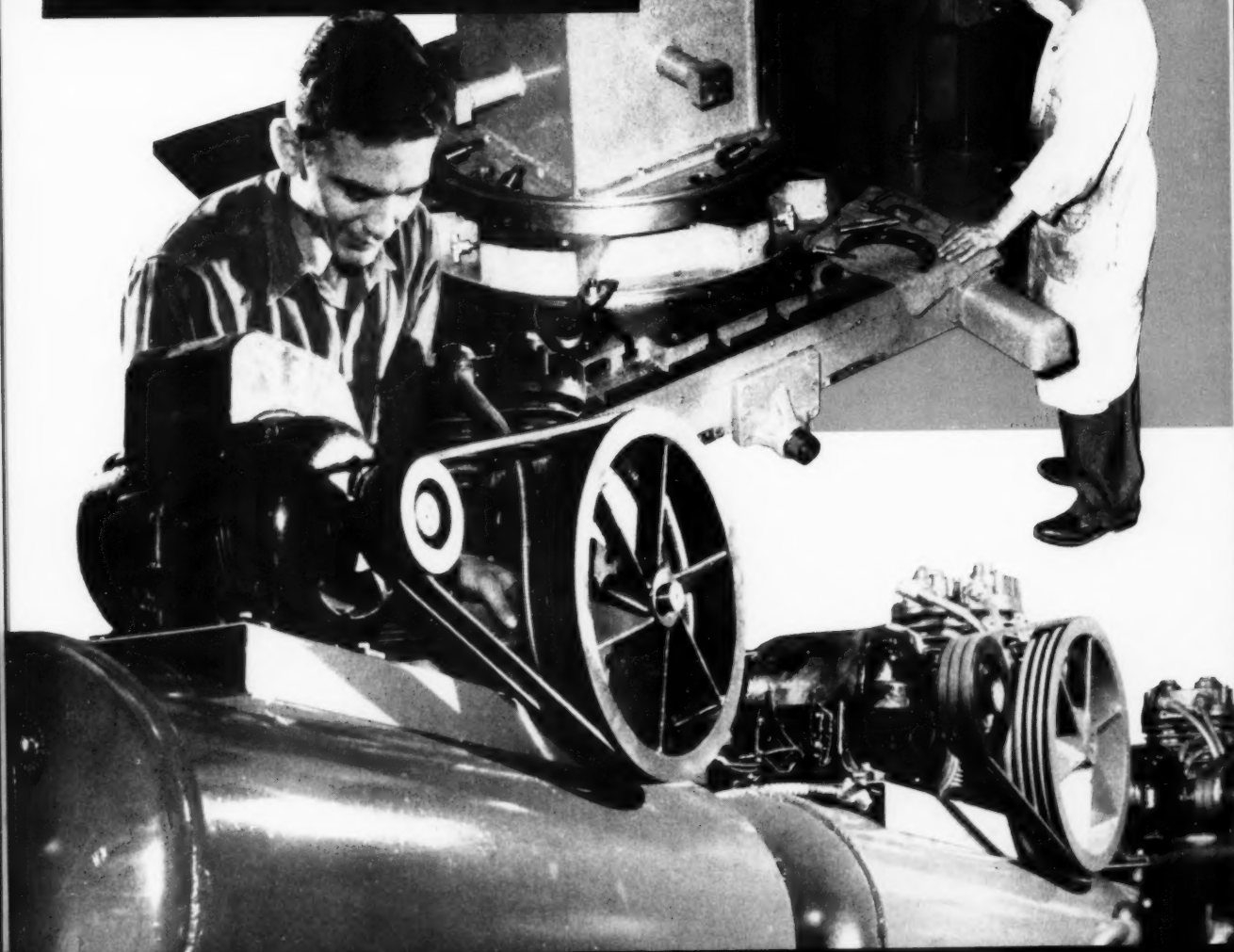


APRIL 1953 • FORTY CENTS



# Manage

MAGAZINE OF MANAGEMENT MEN OF AMERICA



*Formbrite* superfine finish  
eliminated buffing  
on these parts



For the temple bow illustrated, Sunware Products Inc., New Britain, Connecticut, makers of Rayex Sun Glasses, formerly used ordinary drawing brass and finished this part by hand buffing—one at a time.

This was a costly procedure, so a switch was made to Formbrite\* . . . then a happy thought occurred:

With Formbrite's superfine grain structure and added surface hardness, why not *tumble* these bows—by the thousands.

It was as simple as that. Formbrite's clean, smooth surface produced a jewelry finish—ready for gold-plating and lacquering. Since these bows are produced by the millions, the savings effected were substantial.

Formbrite, just in case you haven't heard, is a superior drawing brass. Comparative tests

prove conclusively that the superfine grain structure of this specially processed forming brass means stamped and formed products that are stronger, harder, "springier" and more scratch-resistant. Yet the metal is so ductile that it can be readily formed, drawn and embossed.

Time studies made of finishing operations have shown that a bright, lustrous finish ordinarily can be obtained by a simple "color buffing" operation—or by tumbling, if the product lends itself to this method.

And yet, Formbrite costs no more. Convince yourself that Formbrite is the metal for your product. Write for Publication B-39. Address The American Brass Company, General Offices, Waterbury 20, Conn. In Buffalo: 70 Sayre Street.

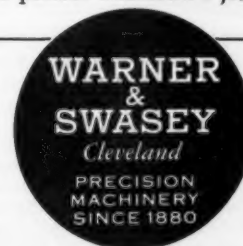
\*Reg. U. S. Pat. Off.

*Formbrite*  
an **ANACONDA**® Product made by The American Brass Company

# "True-or-False" Quiz on Business

Question	What Most People Believe	The Fact
How big are corporations' profits?	25% (or 25¢ out of each \$1 of sales).	7%. In most years actually <i>less</i> than 7 cents of each sales dollar.
Who gets the largest share of the income of corporations?	Most people say the owners do.	Actually the workers—they get 86%.
Does war increase corporation profits?	Many people think so.	The facts are—NO. Compared to a good peace year, corporation profits on the sales dollar went down from 6.4¢ to 4.3¢ in the last war.
Do machines put men out of work?	Most people say yes.	NO. In the automobile industry, for example, one man and a machine do the former work of 5 men, yet 20 times as many men are employed. Machines well used reduce costs and prices which broadens markets and so provides more jobs.
Do top executives make too much?	Too many workers think, "If their salaries were divided among workers, our wages could be much higher."	If <i>all</i> the salaries of the three top men in the country's biggest company were divided among that company's workers, it would take each worker in that company about three weeks to buy one pack of cigarettes with his increase.
Should taxes on corporations be increased?	"Yes," say many. "Soak the rich."	Truth is that high taxes already take so much money which should be spent in keeping machines modern, that 43% of America's machines are too old to protect tomorrow's jobs.

So much falsehood has been spread about business by communists that workers in their own interest should promote the truth. The best interest of workers, business and all the people is the same.



YOU CAN PRODUCE IT BETTER, FASTER, FOR LESS WITH WARNER & SWASEY MACHINE TOOLS, TEXTILE MACHINERY, CONSTRUCTION EQUIPMENT

## ABOUT THIS ISSUE

The supervisor is the keeper of the gate through which all communications—both up and down—must pass. Keith Davis of the Indiana University school of Business gives us a few pointers on how to make a communications program successful, and points out that just how well the supervisor keeps this system going not only affects the business as a whole but may be the deciding factor in his own advancement up the management ladder. See his article, "The Supervisor's Job in Communications" on page 6.

"The Taft-Hartley Act: A Bill of Rights for the Working Man" by Harold B. Lyda, which appears on page 8 of this issue, is an article which every management man should read not once but several times. Mr. Lyda, who is with the Defense Manpower Administration and is currently serving as first vice president of the NAF, calls upon all men in management to learn exactly what Taft-Hartley is and to take it upon themselves to educate their workers as to its provisions. With all the arguments, criticism and downright mudslinging evolving from this act, still most people do not know that actually it provides for the freedom of the working man.

John J. Fitzgerald, a methods engineer at Inland Steel Co. tells us that the use of good techniques and the development of good work habits are two of the most important elements in establishing an effective work force. See Mr. Fitzgerald's article, "Procedures Are a Management Tool" on page 10 of this issue.

## ABOUT THE COVER



This month's MANAGE cover is a composite picture of American industry—machines and men at work to produce the materials with which our nation progresses in peace and war. Companies whose operations are pictured are the Ryan Aeronautical Company of San Diego, California (right photo); National Supply Company's Spang-Chalfant Division at Ambridge, Pennsylvania (upper photo), and the DeVilbiss Company of Toledo, Ohio (bottom photo).

# Manage

MAGAZINE OF MANAGEMENT MEN OF AMERICA

APRIL, 1953

VOL. 5 No. 8

### Editorial Staff

Editor

Dean Sims

Assistant Editor

J. L. Hermann

Editorial Assistant

Georgia Allen

Educational Editor

William Levy

Editorial Assistant

R. F. Mansalvatge, Jr.

Cartoonist

Eldon Frye

Circulation Manager

Jean B. Adams

### Advertising Staff

Advertising Manager

Frank McMenamin

Advertising Representatives

Sadler & Sangston Associates  
342 Madison Ave.  
New York 17, N. Y.  
Murray Hill 2-1432

John W. Foster and Associates

336 Fourth Ave.  
Pittsburgh 22, Pa.  
Atlantic 1-2977

### IN THIS ISSUE

- 5 Editorially Speaking
- 6 The Supervisor's Job in Communications
- 8 The Taft-Hartley Act: A Bill of Rights for the Working Man
- 10 Procedures Are a Management Tool
- 12 Milwaukee—Doorway to Wisconsin's Vacationland
- 15 Intelligent Teamwork Can Produce Perfect Labor-Management Relations
- 17 Better America Series
- 18 Management on Review
- 21 Dear Lord, Help Me to Keep My Big Mouth Shut
- 22 Wolverine Council Sponsors Fourth Management Forum
- 24 All Outdoors
- 26 What Labor Is Saying
- 27 Letters to the Editor
- 28 How Would You Have Solved This?
- 31 Manage Service Bureau
- 32 In the Industrial Spotlight
- 33 Manage Mirth

THIS ISSUE'S TOTAL CIRCULATION: 57,212

THE NATIONAL ASSOCIATION OF FOREMEN, EDWARD O. SEITS, President; HAROLD B. LYDA, First Vice President; MARION KERSHNER, Secretary-Treasurer; J. E. BATHURST, Executive Vice President.

The National Association of Foremen (NAF) is a non-profit, educational, management organization devoted to unifying all segments of management, foremen to president; to recognition of a professional status for these management men; to broadening the horizon of first-line management for more effective leadership; to strengthening the free economy in America.

Its 55,186 members include all management segments, enrolled mainly in autonomous but affiliated "area" or "company" management clubs. It also offers company memberships, and individual memberships in special circumstances.

For full information, address the executive vice president at 321 W. First Street Dayton 2, Ohio.

MANAGE is published monthly on the 5th by THE NATIONAL ASSOCIATION OF FOREMEN, as its only official publication. Entered as second-class matter Sept. 9, 1952 at the post office at Dayton, Ohio, under the Act of March 3, 1879. Printed in the U.S.A. Publication office 230 W. Fifth St., Dayton Ohio. All address changes and publications returned under postal regulation 3579 should be sent to editorial offices in Dayton. Editorial and executive offices 321 W. First St., Dayton 2, Ohio. Copyright 1953 by The National Association of Foremen. Subscription rates: annual U. S. \$4.00; foreign \$6.00; single copy 40c except November convention issue for which \$1.00 to non-subscribers. Annual subscriptions (U. S.) in lots of 50 to 500, \$3.00; 500 to 5000, \$2.50; 5000 and over, \$2.25.



# EDITORIALY SPEAKING.



Under an Administration which has indicated it wishes to practice a "hands off" policy regarding labor-management negotiations, the two groups have already reached a stalemate regarding the Taft-Hartley Act revision. During the years of former President Truman's administration, management contended that the government should act as an impartial umpire between labor and management and that it was unfair for President Truman's group to favor labor so much. When President Eisenhower was elected to office, bringing in with him a narrow Congressional margin of fellow Republicans, labor leaders dismally forecast that Washington would be pro-management at least until the next Congressional election and probably until 1956. Since last November, labor has loudly voiced the opinion that the Federal Government should remember its position and become an impartial umpire.

The Taft-Hartley Act issue provided the perfect test case for labor and management to prove their respective desires to keep the Federal government in its delegated role as umpire. So Senator Taft, the co-father of the widely cussed, discussed and misinterpreted law, let it be known that he, himself, was in favor of some modification of the Act. Representing Congress, he began listening for recommendations from both labor and management.

Secretary of Labor Durkin surprised both labor and management (especially labor) by announcing that he was not going to take sides in the matter of the Taft-Hartley Act revision. He indicated that he hoped labor and management would get together for some changes which would make the Act the useful piece of legislation it was meant to be.

The CIO executive committee came out of the corner first, demanding that seven major changes be made in the Act. Then the NAM and the Chamber of Commerce of the United States rushed out of the opposite corner, just as intently with the Chamber advocating fifteen amendments.

Neither labor nor management has yet indicated any willingness to peacefully work out a mutually-satisfactory revision of Taft-Hartley to offer Congress for passage and adoption. The Administration still indicates that it will make no specific proposals regarding the law, but in all probability the

Administration will have to join the management side before the issue is settled and a somewhat different Taft-Hartley Act is again placed in the field of labor-management relations to generally protect the worker and to specifically set rules for both labor and management.

With a new round of big labor contract negotiations coming up this Fall, members of labor and management need the protection of the Taft-Hartley Act. Especially does the working man need to have his income and job security protected by such a law. And our country, in the middle of its biggest defense program and with an anxious eye on the new strong men in Russia, needs the protection of uninterrupted production.

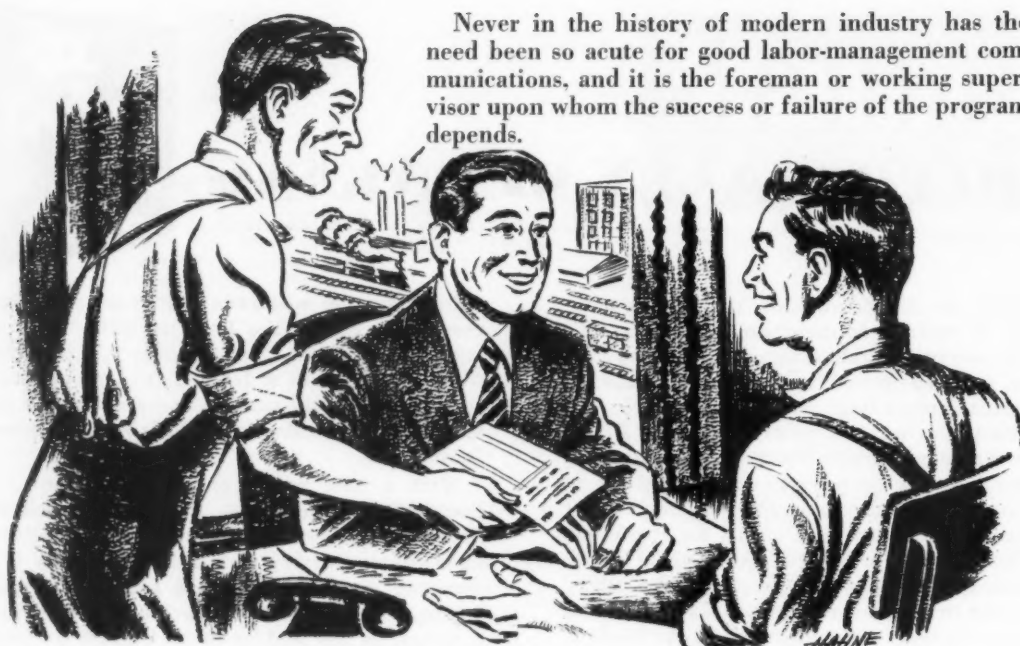
So in the event of labor trouble before the act is revised, President Eisenhower will in all probability make use of it as it stands. President Truman had several occasions to do so, but would not because of his belief that the Act was unfair to labor.

President Eisenhower and his cabinet have seriously tried to be neutral in the matter, as both labor and management have said an Administration should be. But because the two groups cannot get together on even a "test case" like Taft-Hartley, the Administration will positively be pulled to the management side.

Labor is to be criticized more than management, because the public last November indicated that leaders of organized labor have gone too far in collaboration with the late Administration. Whereas the balance of power had been in favor of labor for the past ten to twenty years, the public expressed the desire that things become just a little more pro-management. Labor should have reacted wisely and modified its demands, particularly in regard to the Taft-Hartley Act, which actually restricts organized labor only insofar as the protection of the individual rights of the worker are concerned.

By fighting a losing fight, labor is forcing a reluctant President Eisenhower to take a pro-management stand.

*W. A. R. Durkin*



Never in the history of modern industry has the need been so acute for good labor-management communications, and it is the foreman or working supervisor upon whom the success or failure of the program depends.

## The Supervisor's Job in COMMUNICATIONS

By KEITH DAVIS

Mr. Davis is an associate professor in the department of management, Indiana University school of business at Bloomington. He has had articles published in the foremost industrial management journals, but this is his first appearance in MAN-AGE.

**A**LMOST any supervisor is interested in practices which make his job easier and more effective. Good communications will do just that. It is the grease which takes the squeaks out of the wheels of production, because it improves coordination and builds incentive. And the supervisor who can achieve good communications in his department is making a place for his advancement further up the management ladder. Ability to maintain effective communications is one of the most important qualities of the successful member of middle management. The reason for this is clear. The middle-management man sits astride the chain of communication, and his effectiveness depends heavily upon his ability to keep open the lines of communication both upward and downward.

If good communication is so important to the supervisor, can he do something about it? Yes, he can. A large part of the communication problem is within his control. The supervisor is the man who meets the employees face to face, spends most of his time with them, and most represents the company to them. *He* makes the rules; *he* issues the work orders; *he* corrects the employees when they err; *he* helps them when they need help; *he* is the company to the employees.

The supervisor is an indispensable link in the communication chain. No program for building understanding can succeed without him. And no "front office" handbook or other medium of information can duplicate or displace him, though it may supplement his efforts. Mrs. Lillian Gilbreth, a noted industrial psychologist, emphasizes the super-

visor's importance as follows: "To the foreman, industry has given the responsibility and privilege of becoming an expert in the arts of communication. The use of these human relations skills releases worker capacities, establishes unified thinking and expression, and develops human cooperation."

The supervisor is the basic element in organizational communication because he is the leader of what Alexander Heron, vice president in charge of industrial and public relations, Crown Zellerbach Corporation, calls the "understanding unit." This is the small group of 5-25 people directly under one supervisor. This group is closely-knit enough to allow intimate understanding. By its use even the largest organization can have humanized, personal communication. In this manner, the "curse"

of bigness is bypassed. But if any understanding unit ceases to operate satisfactorily, then the entire chain is hopelessly broken.

Probably 90% of the supervisor's communication job is accomplished through speech, rather than the written word. The foreman, especially, accomplishes his job through face-to-face voice contact, which requires a high degree of supervisory skill. This face-to-face contact has a fundamental advantage over written communication, because it allows the supervisor to adjust his approach to fit the needs and personality of the employee. In this way, communication is "individualized" to the point of maximum effectiveness. For example, employee Joe may respond best to humorous talk, while employee Bill may prefer a serious approach. An individualized face-to-face conversation permits the supervisor to deal with both to the best advantage.

Fortunately, the supervisor can improve his skills in these contacts through training and conscientious effort. One of the most important points is to *pre-plan* major face-to-face contacts, if possible. Foreman often spend much time preparing for a speech or writing a bulletin,



but at the same time they will walk blindly into a major face-to-face contact with the comment: "I'll think of what to say when the time comes."

There are many ways in which the foreman may train for improved face-to-face communication. He may take speech courses, either regular ones at high schools or colleges, or special ones designed by the training department. Or he may engage in role-playing in a training class. For example, one

supervisor will act as an aggrieved employee, while the other will be the supervisor receiving the grievance. Together they act out a problem situation, and their method and speech are then criticized by a small group of fellow supervisors. Another approach is for the supervisor to make a recording of his voice in an actual situation. The training department then studies the recording with him to help him discover his weak points, such as faulty voice or inadequate organization.

The thoughtful supervisor will recognize that the overall communication situation is complicated, rather than simple. Two of the most complicating factors are the informal organization and the employee's family. Both of these will be discussed in greater detail.

The informal organization results from social interaction of the employees, and its communication process is called the grapevine.\* The supervisor cannot ignore the informal organization, and he cannot totally suppress the grapevine. It will always carry something, and he should encourage it to carry suitable information by supplying it with enough information to keep its channels full. He will get suggestions regarding what information is suitable by listening to the grapevine, which will tell him topics of interest to the group and their attitudes toward these topics. However, the wise supervisor will remember that the grapevine should be *secondary* to the formal communication system. He must build a formal system of such speed and effectiveness that the grapevine will be kept in its secondary role.

There are certain types of communications which the grapevine may carry better than the formal communication system. An example is personal information of temporary interest, such as "Bill and John got into an argument after work yesterday." The fact that Bill and John got into an argu-

\*For additional material see the author's article, "Learning to Live with Informal Groups," *Advanced Management*, October, 1951.

ment is significant to members of the group, and the grapevine can carry this information more quickly and effectively than the formal communication system.

Good supervisors often use the grapevine for types of information which are more appropriate and effective when communicated "off-the-record." For example, a supervisor, who has just had a breakfast argument with his wife, may not be in the mood to discuss a subordinate's request for a raise. He can hardly announce his mood bluntly



and formally, but he may be considered an effective supervisor if he lets that same information "trickle" into the grapevine so that temporarily postponable "problem contacts" with employees may be delayed until he is in a better mood.

A second factor which complicates the supervisor's communication problem is the employee's family. The employee's wife and children are important influences upon his attitude toward the company and the supervisor. They are, in effect, the "third man" on the employer-employee team. The modern supervisor recognizes that what he says and does will be known eventually among many of his subordinates' families. In turn, the family attitudes will indirectly affect the subordinates' productivity and attitudes toward the foreman. The supervisor, therefore, has a genuine interest in home problems which affect work, or in work problems which affect the home. For example, an employee wanted the day off to attend his wife's uncle's funeral. The supervisor did not

(Continued on Page 21)



# THE TAFT-HARTLEY ACT:

## *A Bill of Rights for the Working Man*

Do you understand the Taft-Hartley Act? Have your employees ever read it? Probably not, unless you and your employees are exceptions to the rule. Most people argue for or against the Act on the basis of what they have been told about it . . . and these facts generally are incorrect. Harold B. Lyda, NAF 1st Vice President, asks here, "Why has the working man so thoroughly bombarded the Taft-Hartley Act when it was designed wholly to protect his individual freedom?" This is a good article for you to study carefully and to pass on to your employees for their reading.

By **HAROLD B. LYDA**

*Defense Manpower Administration  
Washington, D. C.*

**T**HE Taft-Hartley Act has been maligned more than any other piece of legislation in recent history. It has been described as a slave labor act, and more specifically, its opponents have charged that it infringes upon individual rights; that it is discriminating; that it makes second class citizens of working people; that it applies only to organized rather than to all the workers, and that it should be repealed rather than amended because "you can't mend breaks in a rotten piece of cloth." These charges come almost entirely from a few opponents who claim that 95% of all organized workers in the country are opposed to the Act.

The strange thing about the so-called opposition from organized labor is that very few of the country's workers, both organized and unorganized, understand or have

even read the law. What they know about the Taft-Hartley Act is what they hear. Only a small proportion of the country's workers actually realize that most of this law is designed to guarantee that neither the labor unions nor employers shall infringe upon the individual rights of workers. Numerous polls indicate that most workers are opposed to the Act. Yet, when these same workers explained why they were opposed, their answers revealed a complete lack of knowledge concerning the Act. When the most controversial issues in the law were explained to them, most of those workers who had previously been opposed to the law later changed their minds.

The fact that the law guarantees to workers certain specific rights in a day and age when individual freedom has been so precariously threatened, makes it one of the most important bits of legislation on our books. Because it has been maligned to the point where workers, whom the law was for the most part designed to protect, are supposedly opposed thereto, two points are made alarmingly clear:

1. No one can advocate outright repeal of the law without opposing the contention that workers have certain rights as individuals.
2. Those who oppose the act could not have been so successful in their efforts to distort and malign the law had it been properly explained to the workers.

### INDIVIDUAL RIGHTS OF WORKERS

It is the purpose of this article to identify those provisions of the Taft-Hartley Act which are directly concerned with the individual rights of workers. It is believed that these are rights with which everybody should be familiar because it is impossible to reach an objective conclusion as to how good or how bad the Act is without first giving consideration to this portion of the law.

Here is what the Taft-Hartley Act guarantees to the individual worker:

1. The right to quit a job.
2. The right to organize without fear of restraint or coercion from employers.
3. The right to bargain collectively.
4. The right to refrain from organizing or bargaining collectively, except where a majority of the workers vote to have a union shop.
5. The right to belong to a union which is not employer dominated.
6. The right to accept a job without first being forced to join a union.
7. The right to join or not to join a union without fear of coercion from union leaders except when a majority of the workers vote to have a union shop.



HAROLD B. LYDA



8. *The right to be protected from union bosses who may try to get an employee discharged or penalized for reasons other than non-payment of dues.*
9. *The right to join a union without fear of being assessed unnecessarily high union dues, or dues which will discriminate against any individual worker.*
10. *The right of free expression.*
11. *The right to present one's individual grievances direct to his employer rather than through the union if he so desires.*
12. *The right to call for an election to determine what authority the members of a union want to give or take away from their union leaders or representatives.*
13. *The right to know how union dues are spent.*
14. *The right to be protected from union leaders who are dominated by foreign powers.*
15. *The right to strike.*
16. *The right to expect both his union and his employer to live up to collective bargaining agreements.*
17. *The right to be protected from union leaders who may accept bribes.*
18. *The right to decide whether his union dues shall or shall not be deducted from his pay check.*
19. *The right to know that his union dues will not be spent for political purposes.*
20. *The right to have joint employer-union welfare funds protected from misuse.*

There are other provisions in the law which define those labor practices by employers which are unfair; which define those labor practices by unions which are unfair; which outline rules and procedures for bargaining collectively; which spell out the duties of the National Labor Relations Board and the Federal Mediation and Conciliation Service; which define what action the government can take to protect the public when strikes endanger the nation's health and welfare, and the conditions under which either employers or labor

unions can be sued for contract violations.

### **CURTAILMENT OF INDIVIDUAL RIGHTS**

Although many labor leaders and other opponents of the Taft-Hartley Act have vigorously advocated outright repeal of the law, it is doubtful that they really mean this because some of the rights guaranteed to individual workers by the Act cannot be denied without abrogating to some degree what was intended under the Constitution. Yet the net effect of their opposition to this bill has been to draw attention away from the fact that the law in large measure is actually designed to protect the individual worker from abuses by both employers and labor unions. As a result, many workers have been convinced that the law should be repealed, little realizing that such action would mean a curtailment of their own individual rights.

The strategy of some labor leaders has been to defame the law in its entirety in the hope that such strategy would make it easier to get the law amended. While most of the objections which labor leaders have to the Act are in connection with rules and procedures outlined for the benefit of employers and labor unions (these objections have been given so much publicity that it is assumed there is no reason for further explanation here) they also object to some of the rights which the law guarantees to individual workers. For example, they would amend the Taft-Hartley Act so as to curtail or eliminate the following rights which workers currently enjoy:

1. *Repeal the right of a worker to be protected from union leaders who are dominated by foreign powers.*
2. *Reduce the right of employees to call elections to determine what authority the members of a union may want to give or take away from their union leaders or representatives.*
3. *Repeal the right of an employee to have joint employer-union welfare funds protected from misuse.*
4. *Repeal the right of a worker to know that his union dues*

*will not be spent for political purposes.*

5. *Repeal the right of a worker to accept a job without first being forced to join a union.*

### **THE REAL ISSUE**

By advocating these five changes, the labor leaders have raised a number of issues which carry serious implications. For example, if a worker is to be denied the right to accept a job unless he joins a union, the unions then would have the right to determine who can and who cannot go to work for a given firm. This would be true because only members of the union could be placed on jobs and the union would have the power to determine who can and who cannot become union members. While such an arrangement would strengthen the unions, it would result in weakening the rights of its individual members. The question then, as to whether workers should or should not be forced to join a union before they

(Continued on Page 27)

## **Built for Anti-Slip Safety**



### **INDUSTRIAL FOOTWEAR**

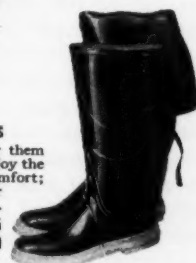


Squeezeboot slits wipe footsteps dry and safe as you walk on wet, slippery surfaces. Patented.

#### **KLINGTITE BOOTS**

Very flexible—wear them over your socks, enjoy the cushiony insole comfort; anti-slip Top-Sider safety. Black, 7 to 12.

Short, 11.75  
Storm King, 15.50



**WORK RUBBERS**  
Fit over safety-toe shoes to reduce slipping hazards. Black, 7 to 12.

5.85

Special prices in case lots. At your dealer or write us.

**Sperry Top-Sider**

52 Main Street, Beacon Falls, Conn.

# Procedures Are a Management Tool

By JOHN J. FITZGERALD

*Methods Engineer,  
Inland Steel Company,  
East Chicago, Indiana*

**P**ROCEDURES are the techniques by which work is accomplished. They have many shadings and means of presentation but in every case the procedure is a keystone of co-ordination. Without teamwork the optimum use of productive facility cannot be obtained. Developing the teamwork to maximize the use of productive facility is the task with which management is charged.

The basic purpose of a procedure is to accomplish work. This must be refined by considering that quality and cost are prime factors in any competitive enterprise and are vital to any undertaking. The purposes of formalized procedures include the presentation of a technique for accomplishing a task. Underlying the technique for doing the work is the need for co-ordinating the various areas of the task. All of this in turn depends on the established policies related to those areas.

It is not new to approach formalized procedures as the instruments for interpreting management policies. It is for that purpose that many companies establish manuals of procedural instructions for use by the various elements of organization. This is a good thing to do since procedures are everybody's business. The whole team has to know the signals if the plays are to be run smoothly and effectively. The interpretation of policy, instruction of affected personnel and coordination of the elements of organization involved are purposes of formalized procedures. These purposes can be attained only through action.

## PERFORMANCE

Supervision is the responsible element of management which

makes procedures working tools. Supervision has a dual responsibility—the development as well as the activation of procedures. When we boil down the job of supervision, it leaves the usual residue called “performance.” The supervisor is responsible for the performance of a group of people. We know that performance depends upon the methods employed as well as the people employed. In fact, quite often the method will affect the performance of the person. The use of good techniques and the development of good work habits are two of the important elements in establishing an effective work force.

The men who progress in an organization are those who exhibit a knowledge of the problems of the organization. Knowing the problem is the first step in solving it. The solution of problems is the core of the management task. Handling the three elements of production—men, machines and materials—requires “procedure.” Personnel counseling, machine layout and set-up and material transportation and processing—these are all “procedure.” They are the techniques by which the men, machines and materials are combined to give us the goods which we seek to produce. The efficiency with which the three elements are combined results in our standard of living.

Awareness of procedure should be a constant attribute of supervisors. The proper attention to procedure can save manpower. Manpower savings can be attained by proper co-ordination of the men and their tools. Other very important savings can be made by an awareness of accident potential elements in a procedure. These sav-

ings are not merely savings of time and money; they can be the saving of irreplaceable flesh and blood. The same co-ordination of men and machines which is watched for accident potential can affect the proper application of equipment. Using the right tool to do the job will result in the achievement of the full useful life of the tool as well as producing a quality job for lower cost. Setting a pattern for the use of material can simplify the task for the operator and increase the yield from the material. Plant production and office procedures both call for attention to manpower, machines and material.

The biggest question with which supervisors must deal is the matter of how to meet and resolve the problems of procedure. His nearness to the activity gives the supervisor the chance to examine the effectiveness of the procedures applied. Answering the questions of the people doing the job; contacting other units affected—these activities are the bases from which a good supervisor can begin to do a good procedure job.

## PROCEDURE SPECIALISTS

In some cases the organization will have a group of procedure specialists. These methods and systems men are just that, experts in procedural techniques. A systems group can help supervisors by using its bag of tricks to help circumvent some “sticker” in a procedure. As an example we may refer to certain process instruction sheets which a foreman set up in his department. He did not feel that his technique of filing the instruction sheets and protecting the sheets from grease and oil was the best. This man con-

*(Continued on Page 34)*

MANAGE April 1953



The Brilliant New "Two-Ten" 4-Door Sedan.

## Expect these wonderful things from Chevrolet's new high-compression power . . .

No matter *where* or *how* you drive, Chevrolet's new power brings you many wonderful advantages.

You probably expect greater acceleration. And it's yours. You enjoy faster getaway and increased passing ability.

You, no doubt, count on climbing hills with new ease, taking steep grades in stride. And you do.

You can be sure of finer and more responsive performance under every driving condition. But with all this, you might *not* expect greater gasoline mileage. Yet you get it.

*One reason is the new 115-h.p. "Blue-Flame" engine.* Teamed with the new Powerglide® automatic transmission, this new valve-in-head engine delivers more power than any other engine in the low-price field. And with its extra-high compression ratio of 7.5 to 1, it wrings more work out of a given amount of gas. More power. More miles.

*Another reason—the greatly advanced, 108-h.p. "Thrifty-King" engine.* This highly improved valve-in-head engine

brings the same advantages of more power and higher compression to gearshift models. Performance is stepped way up, gasoline consumption cut way down.

*Did you ever think of it this way?* No one builds as many cars as Chevrolet. No one has better facilities for engineering, for research and for production. So doesn't it stand to reason that *only* the world's largest producer can design and build such a fine car in *every respect* . . . and yet hold prices down so that Chevrolet is the *lowest-priced* line in its field!

Your Chevrolet dealer will be happy to demonstrate *all* the new and wonderful things you will find in America's most popular car. . . . Chevrolet Division of General Motors, Detroit 2, Michigan.

\*Combination of Powerglide automatic transmission and 115-h.p. "Blue-Flame" engine optional on "Two-Ten" and Bel Air models at extra cost. (Continuation of standard equipment and trim illustrated is dependent on availability of material.)

**MORE PEOPLE BUY CHEVROLETS THAN ANY OTHER CAR!**





# Milwaukee - -

## Doorway to Wisconsin's Vacationland

**T**HE NAF could not have picked a better time than September to hold its 30th Annual Convention in Milwaukee. With the hottest part of the summer past and the cool early fall breezes blowing in from beautiful Lake Michigan, the temperature is ideal for all types of outdoor recreation and comfortable for indoor entertainment. Last year the temperature during September averaged from a daily low of 55 degrees to a high of 73 degrees. The rainfall during the entire month amounted to less than three-fourths of an inch, so there is little to fear from dampened spirits due to the weather.

The city of Milwaukee is ideally located for vacations. The delegates who bring their wives and families to the convention will find that within an hour's drive of their downtown hotel the countryside is dotted with 163 inland lakes. Fishing, swimming, boating and all the forms of fun and frolic that go with camp and cabin vacations await those who will extend their stay in Milwaukee to take advantage of the surrounding natural attractions.

In Milwaukee County there are 75 parks and parkways covering 7,500 acres. The park system, which is nationally famous, offers entertainment of every variety to suit every taste for enjoyment. Tennis,

riding, archery, hiking, and picnicking are available to the visitor. Almost all of the lake frontage is bordered by wooded hills entwined with flower-rimmed paths and warm, sandy bathing beaches.

The aspiring Hogans, Sneeds and Byrds will not want to forget their golf clubs and shoes. Eighteen public and private golf courses and numerous country clubs and driv-

ing ranges will test the skill and patience of both pro and duffer alike. For those not so athletically inclined, the spectator sports offer a full schedule. Milwaukee's new \$5,000,000 county stadium to be dedicated this month will be the new home of the Milwaukee Brewers baseball team. Located in the geographical and population center of Milwaukee County—just a short drive from your downtown hotel—the stadium will be echoing for the first time this season the cheers and jeers of baseball and football fans. Approximately 26,000 spectators can be seated in the permanent seats between first and third base.



ing ranges will test the skill and patience of both pro and duffer alike.

For those not so athletically inclined, the spectator sports offer a full schedule. Milwaukee's new \$5,000,000 county stadium to be dedicated this month will be the new

home of the Milwaukee Brewers baseball team. Located in the geographical and population center of Milwaukee County—just a short drive from your downtown hotel—the stadium will be echoing for the first time this season the cheers and jeers of baseball and football fans. Approximately 26,000 spectators can be seated in the permanent seats between first and third base.

Provisions have been made to park up to 10,000 cars on the stadium grounds. In addition to sport attractions, the stadium will also be used for outdoor pageants and mass meetings of every type. Located in the heart of the central business district, the Milwaukee Auditorium-Arena provides excellent facilities for every type of indoor sport and exhibition. Stage show, basketball games, concerts, track meets, hockey games and circuses are regular features on the Arena billboard.

Naturally, while the men attend the heavy schedule of important convention sessions, the women will find many things of interest for

(Continued on Page 34)

MANAGE April 1953

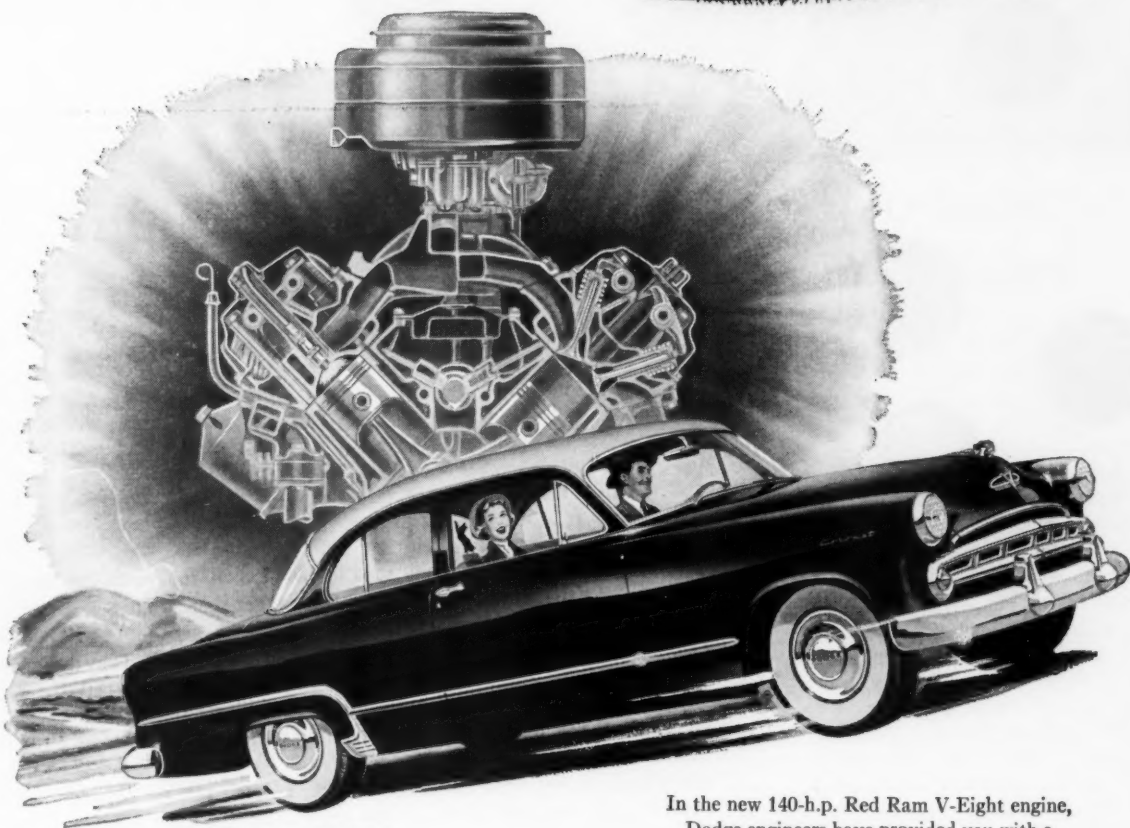




*It's like money in the bank! Even when you're not using it, nice to know it's there . . . this surge of*

**extra**

# Power



CORONET V-EIGHT CLUB COUPE

## New-All New '53 Dodge



*Specifications and equipment subject to change without notice.*

In the new 140-h.p. Red Ram V-Eight engine, Dodge engineers have provided you with a magnificent reserve of acceleration and performance. You take to the highway with greater confidence, greater safety.

And with this surging Red Ram power, you enjoy nimble change-of-pace of new Gyro-Torque Drive.

A new road-hugging, curve-holding ride.

A new sense of driving mastery.

If your active life demands an Action Car . . . this sleek, trim Dodge is for you. "Road Test" it . . . soon.



*The Action Car For Active Americans*

A collection of US coins, including pennies, nickels, and dimes, scattered across the page. Some are at the top, some in the middle left, and some at the bottom left.

## Where's That **Profit** Made?

**T**he President of the company says in his annual report to the stockholders, "We made a profit of so many cents per share," etc.

Where was that profit made?

Of course the product engineers had something to do with it. They designed a product people wanted to buy.

Of course the salesmen had something to do with it. They sold it.

Of course the financial men had something to do with it. You can't run a business without money.

But when you get right down to bedrock, a profit margin depends upon the difference between cost and sales price. And this takes you right back to *production*.

What runs up costs? Slow work; inaccurate work, that makes for a high percentage of rejects; excessive scrap.

What holds down costs? Efficient workmanship; accuracy that cuts down rejects; minimum scrap.

Whose performance is the President talking about in his annual report? It's yours, Mr. Foreman. Where's that profit made? *Right there in your own department.*

*Foremanship Foundation, Inc.*

DAYTON, OHIO



*A non-profit organization  
supported by companies who  
believe that America's Foremen  
help steer America's future.*

A group of management men at Kansas City Structural Steel are shown in discussion. They are, left to right, John W. McMaster, Warner E. Lind, Thomas H. Lewis, Robert G. Westfall and Hubert D. Russell.



## Intelligent Teamwork Can Produce Perfect Labor-Management Relations

**Kansas City, Kansas**—In an effort to break down barriers of misunderstanding between labor and management, the Kansas City Structural Steel Management Club has instituted a program of inviting labor union leaders to club meetings. Club President Warner E. Lind reports that the results are highly satisfactory and positive results are noted in all labor-management relations within the company.

"We definitely have brought labor and management closer together at Kansas City Structural Steel," stated Mr. Lind. "The Management Club has picked five union members who will work with us in discussing shop problems. We featured two of these men at our January meeting, and they gave

good talks, showed they felt at ease, and answered questions from our supervisory people.

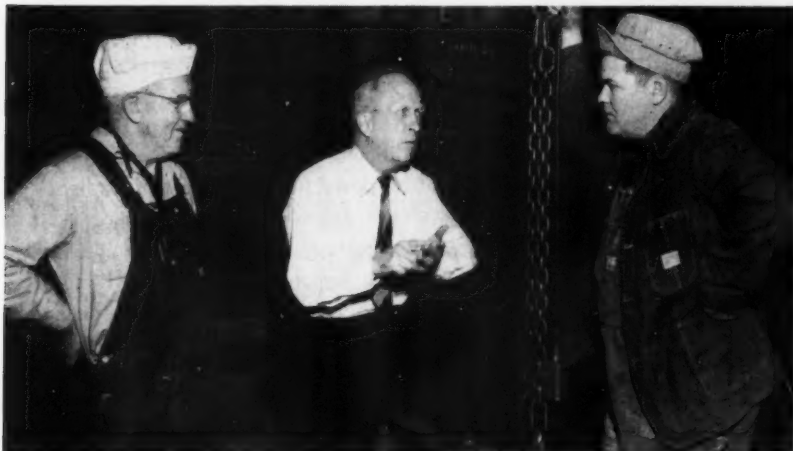
"We are sure that the best approach to winning the confidence of labor is by the 'indirect' method. By this I mean, we think both labor and management benefit when a union man gets the opportunity to appear on a management club program and frankly discuss a subject in which he is vitally interested. We hope that much of the NAF philosophy will become a part of the belief of labor union people through such a program."

President Lind pointed out that the president of the employees' union (Local 582, International Association of Bridge, Structural & Ornamental Iron Workers, AFL), William McDonald, Jr., was a spe-

cial guest at the club's "Top Management" night in February. Eugene Roos, union vice president, spoke at the November meeting.

The Kansas City Structural Steel Management Club is enjoying the fullest cooperation of company president Howard A. Fitch and the executive vice president, Howard A. Fitch, Jr., Mr. Lind said. He added that without the "wonderful cooperation from the top, it would all be impossible." Mr. Lind added that he is confident Kansas City Structural Steel is setting a brand new pattern for labor-management relations in American industry.

Concluded Mr. Lind: "Education and cooperation are proving to be sound foundations for remarkably good labor-management relations. It is working in our company and we see no reason why it cannot become industry-wide."



"Team" presidents, Warner Lind (center) of the Kansas City Structural Steel Management Club and William McDonald (right) of Local No. 582 IAOBS & OIW—AFL, confer while Glen L. Culp (left) looks on.



When men are free to seek improvements in materials and methods, all mankind is benefited. This is true because free enterprise is the greatest known stimulus to productive research. One of the many products which owe their being to such research is "Ethyl" antiknock compound.

Today you see it at work everywhere. Across the nation in the engines of cars, buses, trucks, tractors and airplanes it is busy preventing knock—helping gasoline to deliver power smoothly, quietly and efficiently.

Petroleum refiners use "Ethyl" fluid to produce economically vast quantities of modern, high-octane fuels. And it is the availability of these fuels that makes possible the powerful, efficient engines in today's cars, tractors and airplanes.

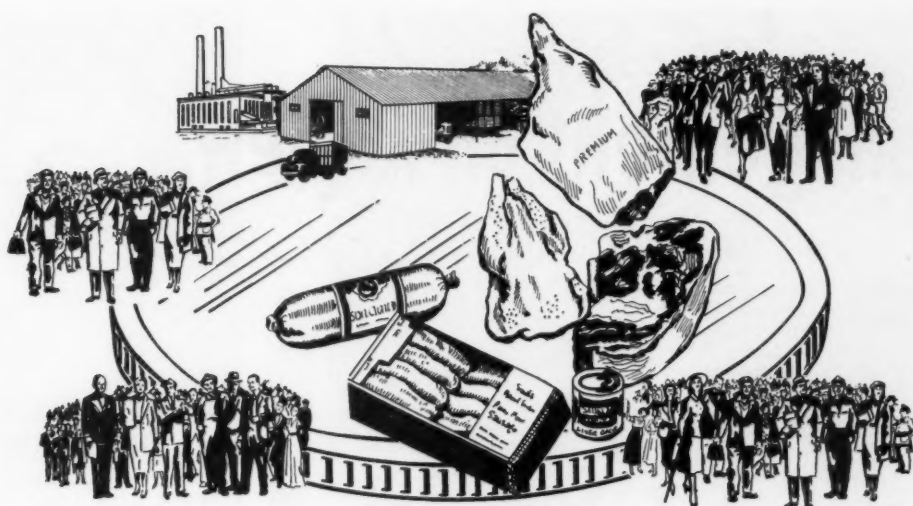
Today billions of gallons of gasoline annually are improved with "Ethyl" fluid . . . and each one of these gallons does a better job for some American who looks to a gasoline engine for his transportation, livelihood or recreation.

#### ETHYL CORPORATION

*A Progressive Organization*

Baton Rouge, La. • Houston, Texas





## WHAT IS THE COST OF MEAT?

### I

**M**EAT is the most expensive food in the American diet.

We are so conscious of its cost that we are usually more than willing to listen to anyone who suggests that the meat packers are making us pay through the nose.

But to be fair about it, let's see who actually gets the money that comes into a typical meat packing plant.

Let's say that the packing plant loads \$1,000 worth of its products onto a truck, receives the thousand dollars, and divides it up between the different people involved.

An analysis of the 1951 audited and official figures shows who got the money:

<b>THE FARMERS GOT</b> .....	<b>\$795</b>
<b>OTHER SUPPLIERS GOT</b> .....	<b>83</b>
<b>THE COMPANY EMPLOYEES GOT</b> .....	<b>99</b>
<b>THE TAX COLLECTOR GOT</b> .....	<b>11</b>
<b>THE OWNERS OF THE PLANT GOT</b> .....	<b>7</b>

This left \$5.00 which was put away to replace worn out tools.

The total value of the tools in use (net value of the meat packing industry) was, in 1951, \$1,100,000,000, and the "profit" (the rate of payment for the use of the tools) amounted to 7.36% return on the investment.

### II

**W**ITH these figures in mind, let's see what the meat packer might have done to bring about a reduction in the price of meat.

He could have tried to buy cheaper from the farmer, but we mustn't get the idea that all of the \$795 was kept by the farmer: meat costs a lot of money to raise, and after his taxes and expenses the farmer had (according to the Department of Agriculture) only \$265 left.

The meat packer could not have reduced his *taxes*.

The price of his *outside supplies and services* was largely set by others.

There was very little he could do to reduce his *employees' wages*, even had he wanted to start a fracas with the union.

He *had* to put aside the cost of the *worn out tools*: if he didn't he could not long stay in business.

The amount he collected for the use of the tools (the \$7) was not enough to make much difference in the price *even if he had not collected any of it*.

It seems safe to say, therefore, that there wasn't much of anything he could have done to reduce the price of his products.

In making his "net profit" of 7/10 of 1% on sales, the packer did not go broke, but neither did he gouge the public.

"BETTER AMERICA" series of illustrated editorials presented as a public service by MANAGE Magazine.



Fourth in a series of twelve. Statistics by The American Economic Foundation. Reprint permission on request.

© 1953

# Management on Review...



**THE FISH THAT DIDN'T GET AWAY**—National Tube Management Club fishermen pictured above upon return from one of their Lake Erie Islands trips are, left to right, Mike Evansco, W. F. Rahotina, Walter Pahner, Manuel Santamaria, Clarence Meinke, Harvey Teaman, Lee Knight, Skipper Harry Myers (standing), John Tomsic, Davis Williams and T. R. Snedden.



**TWIRLING SPECIALIST, DOTTIE GROVER**, shows Syracuse Management Club members Charles Dewey, center, and Floyd Schwartzwalder, right, one of her batons following an exhibition before the club recently. Miss Grover, a former National Sweetheart of Sigma Chi, uses flaming batons in her twirling exhibitions in addition to the standard baton as shown above. She also twirls on water skis. Some trick if you can do it!

## LORAIN WORKS FISHERMEN HAVE BIG SEASON

Lorain, Ohio—National Tube Management Club fishing fans had a big season in 1952 during which seven fishing trips were conducted, two off Lorain harbor and five off Put-in-Bay and Pelee Island in the Lake Erie Islands region. The Lake Erie Islands trips were made in a 40-foot cruiser, the "Reef Queen."

The largest catch for one trip was 77 pickerel. John E. Tomsic, chairman of the fishermen's group, won the \$20 prize offered for the largest fish caught during the season—a 6½-pound pickerel.

A total of 25 fishermen took part in the various fishing trips. As a mid-winter activity, this group scheduled a get-together in February to hear a talk by Foster Z. Rozman, supervisor of wildlife in the Northeastern Ohio district.

Since MANAGE published an item about this group's activities a year ago, the Lorain club has received many inquiries as to how other clubs can arrange similar fishing trips in the Lake Erie Islands. Information of this kind, including data on boats, lodging, meals, etc., may be obtained from either Tom Finefrock, the secretary of Lake Erie Vacationland at Port Clinton; the Put-in-Bay Chamber of Commerce; Lee Miller, a boat operator and leader in the "Vacationland" organization, or William Brown, Brown's Boathouse at Lakeside, Ohio.

It is understood that arrangements can be made to suit parties which require special accommodations.

Ralph Neumeyer

## LOCKHEED SAFETY AWARDS

Burbank, Calif.—Six departments at Lockheed Aircraft Corp., Burbank, received recognition recently for completing five to six full years without a single loss time injury.

Safety awards for six accident-free years were accepted by the following department heads: J. F. Zottarelli, N. B. Stratton, R. F. Holland and J. S. Card. R. C. Hartman and C. H. Lander received five-year awards in behalf of their departments.

All six supervisors are members of the Lockheed Management Club.

MANAGE April 1953



**DICK ADAMS**, former NAF national director, has been named maintenance superintendent of the Pan American World Airways base at Brownsville, Texas. Adams was formerly with Pan American in Miami where he served as president of the PAA Management Club in 1950-51.

### "STOCK" EDUCATION PROGRAM

*Battle Creek, Mich.*—The Foremen's Club of Post Cereals recently initiated a program designed to educate its members in the rudiments and fundamentals of stocks and investments.

As speaker for the first meeting, the services of Mr. Mark Coleman, manager of the First of Michigan Corp. of Battle Creek, were obtained. Mr. Coleman outlined the historical background of investments, defined types of investments, discussed the differences between investing and speculating, and then gave his audience an opportunity for a question and answer period.

Particular interest was shown inasmuch as General Foods Corp. is making plans for the establishment of a stock purchase plan for its employees later this year. Many of the foremen feel that these background sessions will be of great value in explaining the GF plan to their employees.

### CBF CLUB HOSTS B. I. E. TOUR

*Columbus, Ohio*—The CBF Management Club recently served as hosts when the Columbus Bolt & Forging Co. took part in the first Business-Industry-Education Day to be held in Columbus.

This day was set aside to better acquaint local teachers with the business and industrial activities of the community.

Robert Rex, president of Columbus Bolt & Forging and a charter member of the club, was one of the local business leaders who planned the event.

Club members Herbert Reel, Ty Brightman, Ernie Christian, Lee McDaniels and Roy Freter acted as guides for the 46 private, parochial and public school educators who toured the plant.

Earl L. Fenner



**NO PHOTO PARADE BUT HERE I AM**—Virginia Mayo, the "Lady of the Month" for April, is currently co-starring with Alan Ladd in Warner Brothers, "The Iron Mistress." It's hard to believe, but the lovely nymph above is, in the picture, a lovely hussy, selfish, willful, vain and cruel. The Warner Brothers publicity man says, however, that she is so beautiful in the picture that her faults can almost be accepted as her natural prerogatives. (Don't you wish your boss thought you were beautiful like that?)



**SPANG CHALFANT WIVES WERE HONORED GUESTS** at the annual "Ladies Night" dinner held by the Spang Chalfant Supervisors Association of Ambridge recently. Pictured at the speaker's table are, left to right, Sig Yosler, Mrs. Yosler, Mrs. Enos Lowerree, Mr. Lowerree, Mrs. Joseph Frederick, speaker Larman Sherwood and Mr. Frederick.

# APEX

production aids

#4

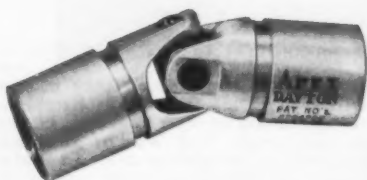
## universal joints

Apex heavy-duty industrial universal joints are designed to provide maximum, trouble-free service under the most exacting operating conditions.

Unique structural design and sealed, lubricant-retaining covers offer important improvements in many existing applications and make possible other applications never before feasible.

Available in standard sizes from  $\frac{3}{8}$ " to 4" diameters, for efficient operation under wet or dry, corrosive or abrasive conditions, or in extremes of temperatures.

only **APEX**



universal joints have



sealed,  
lubricant  
retaining,  
flexible covers

WRITE FOR APEX CATALOG 27

# APEX

THE APEX MACHINE & TOOL CO.

1035 So. Patterson Blvd. • Dayton 2, Ohio



**SOMETHING NEW WAS ADDED** to the monthly meetings of the Briggs Management Club of Detroit when club members who are also members of the Walter O. Briggs Post of the American Legion formed a color guard to post colors and recite the oath of allegiance to the flag.



**SILVER AWARD FOR STERLING SERVICE**—J. J. Collins, vice president of the Solar Management Club of Des Moines, right, awards a sterling silver honorary lifetime membership card to Solar President E. T. Price, center, at a recent club meeting as Club President C. H. O'Brien looks on.

### NAA CLUB HEARS CRIME DETECTOR

Columbus, Ohio—A talk on "Scientific Crime Detection" highlighted a recent meeting of the North American Aviation Management Club. Mr. Lloyd Shupe, who is in charge of the Columbus Police Department Crime Laboratory, briefly traced the history of scientific crime detection which replaced "guess work" with facts. Actually, these methods had their real beginning with FBI crime laboratories instituted about 1931. The growth of chemical and physical analysis, ballistics, emotional analysis (lie detection) and photomicrography has been exceedingly rapid. "The laboratory is now a permanent and valuable part of any large city police department," Mr. Shupe stated.

Sterling B. Smeltzer

### JOHN MORLEY SPEAKS AT JOINT MEETING

San Gabriel, Calif.—The management clubs of Fairbanks Morse, San Fernando Valley, Consolidated Rock, Virtue Brothers and San Gabriel Valley met in a joint dinner meeting recently to hear the internationally distinguished speaker John Morley speak on "I Cracked the Iron Curtain."

Serving as co-hosts for the affair were the Fairbanks, Morse Management Club and the San Gabriel Valley Management Club.

Ernie Moore, NAF West Coast area manager, in guiding this meeting proved the advantages of joint meetings. Not only can the NAF budget for speakers be pooled to secure truly outstanding speakers, but this also gives each club an opportunity to see and hear what neighboring clubs are doing.

Frank R. Miller

MANAGE April 1953



## UNRATH RECEIVES J-C AWARD

Ambridge, Pa.—Ernest G. Unrath, works manager of the National Supply Co. plant at Ambridge and a member of the Spang Chalfant Supervisors Association, was recipient of the "Man of the Year" senior award given annually by the Ambridge Junior Chamber of Commerce.

Mr. Unrath was given the award for his outstanding contributions to the community of Ambridge during the past year.

## THE SUPERVISOR'S JOB IN COMMUNICATIONS . . .

(Continued from Page 7)

know that the uncle had been like a father to his wife because her father had died when she was very young. The alert supervisor ought to be interested enough to get the full facts in a situation like this and to carefully weigh human values against production needs before he makes his decision. He knows that his decision and reasons for it will affect the attitudes of both the employee and his wife. Effective solution of this type of problem depends upon good two-way communication from the employee to the supervisor and from the supervisor to the employee.

The supervisor should remember that the whole purpose of the communication process is to secure coordination of effort and integration of interests which will, in turn, achieve maximum productivity and job satisfaction. Proper decisions cannot be made unless communication has brought maximum facts to the decision centers. Plans cannot be coordinated and executed unless effective communication exists. And, finally, cooperation cannot flourish until understanding has been achieved through adequate communication. This is the supervisor's challenge, his responsibility, and his opportunity.

*A grocer in Springfield, Illinois, was standing in front of his store when he saw a driverless car rolling slowly down the street. He ran to the car, jumped in and pulled on the emergency brake with a jerk. As he got out, a little proud, a man walked up.*

*"Well," said the grocer to the car owner, "I stopped it!"*

*"Yeah, I know," said the owner, "I was pushing it!"*

Never shift your mouth into high gear until you are sure your brain is turning over.

## DEAR LORD, HELP ME TO KEEP MY BIG MOUTH SHUT

By WILLIAM LEVY

Early in the evening I'm just about to doze off on the living room couch when my wife says, "If you're tired why don't you take off your clothes and go to bed instead of lying on the couch?" My better half is a wonderful woman but she'll never understand that there is a difference between taking a nap listening to the television and going to bed. One is a luxury, the other is a normal function. I'm sure any of you who have been married 20 years will realize the futility of trying to explain this to the feminine gender. They just don't understand and it continues to be one of our pet disagreements. She finally gives up and I'm ready to doze off again when I hear a voice on television singing, "Papa, don't preach to me, don't preach to me. Papa, don't preach to me." It got me thinking. Everyone seems to be preaching to the foreman about good human relations, his responsibility as a member of management and so many different things. Maybe more time should be spent in telling him how and having him analyze these things himself. I suppose I'm as guilty as the rest but I see so many problems develop and I don't feel right unless I've at least honestly told you how I feel about them.

### THE ART OF LISTENING

I'd like to extend the title of this article so that it reads, "Dear Lord, help me keep my mouth shut—so I can hear what the other fellow has to say." A few years ago, I attended a lecture by a very competent industrial psychologist. He spoke on the subject of "Listening" and what he said made sense. I remember a term that he used that was a dilly. He called it "emotional catharsis." Isn't that a pistol? And yet, what was he saying? Catharsis—cathartic—castor oil. Now it isn't so tough. Every man under your direction, piles up within himself those petty gripes, aggravations, bitches, real or imaginary, until they are up to his neck. And unless you periodically give him a chance to wash himself out by talking, you're in for a peck of trouble. I know you're

busy, but there is always one guy he can go to who will listen to him if you won't. That's the guy with the big badge—the shop steward. And then we wail and cuss because the loyalty of the worker seems to be shifting to someone else. A lot of room we've got for complaint. There's still one more good reason why we should be willing to listen. Did it ever dawn on you that you'll never meet a man, woman or child in your lifetime who isn't your superior in at least one thing? So it seems to me, from the point of view of being selfishly intelligent, it behooves us to go to school with every person we meet. After all, education is the ability to successfully adapt yourself to every experience which brings about a desirable change in your own behavior.

### THIS THING CALLED PRIDE

You'll never have indigestion from swallowing your pride. And yet, many times we say or do things which hurts another person but a false sense of guilt prevents us from admitting we made a mistake. Some people have the feeling that as an administrator, you can't afford to admit you're wrong. Naturally the wise thing to do is to weigh your statements carefully because if your foot slips you may recover your balance but if your tongue slips you cannot recall your words. If you do say something wrong though, you should be big enough to try to make it right.

Speaking of pride, I wonder if many of us know the actual meaning of this word we flaunt like a banner when we feel we must maintain our rank. Webster defines it as: "Quality or state of being proud, specifically an inordinate self-esteem; conceit; a high esteem of oneself for some real or imagined merit or superiority." And in the dictionary of synonyms, pride is linked with arrogance, haughtiness, vanity, self-esteem, conceit, loftiness and vain-glory. I can assure you that your status will be greater with your men if you admit your mistakes. The mark of a truly great man is humility. Speak well and loudly of yourself, but let your actions do the talking.



The Battle Creek Public Library had a display of books concerning management for forum delegates to browse through while waiting for the program to begin.



Dr. Jacob Schoeppler of the department of Business and Industry at Michigan State College addresses a group of management men in his conference on "Personnel and Personality in Supervision."



A reporter takes notes as he interviews Dr. Kenneth McFarland, speaker at the Fourth Annual Management Forum. Standing is Phillip Carrier of the Union Steel Products Co. and 1953 Forum chairman. Seated on right is Frank Crooks, 1954 chairman.

## WOLVERINE COUNCIL SPONSORS FOURTH MANAGEMENT FORUM

Battle Creek, Michigan—Nearly 1,000 management representatives from business and industry in southern Michigan, northern Indiana and Milwaukee, Wisconsin, attended the Fourth Annual Management Forum held in Battle Creek's W. K. Kellogg Auditorium on February 21. The Management Forum was under the sponsorship of the Wolverine Council of the NAF.

The Wolverine Council is composed of the Battle Creek Foremen's Club, the Foremen's Club of Post Cereals, the Clark Equipment Company Foremen's Club and the Oliver Corporation Management Club, all of Battle Creek, and the Supervisors Club of the Union Steel Products Company of Albion, Michigan.

The Forum was devoted mainly to nine group conferences on subjects of general interest to management personnel. These conferences, which were sponsored by several Battle Creek firms, included "So You Want a Promotion," "Counseling Persons in Industry," "Personnel and Personality in Supervision," "Developing Management Teamwork," "Efficient Office Management," "How to Fit into the Business Economy," "Suggestion Plans—Do They Work?," "Supervisory Techniques" and "Employee Indoctrination."

Climaxing the afternoon conferences, Dr. Kenneth McFarland, educator and industrial consultant well-known in NAF circles, spoke to the general assembly. He discussed the troubles and half-way counter measures which are the daily experience of individuals and of nations and offered several points as foundations upon which to base both personal and international relationships. His stirring speech brought the entire group to a standing ovation at its conclusion.

Walter N. Chimel

MANAGE April 1953



ORDINARY WORK CLOTHES



M. S. A. CHEMKLOS

## Here's Your Real Proof that M·S·A ChemKlos LAST!

Both shirts pictured above were worn by a worker handling aluminum chloride and perchlorethylene. After one week's wear, and one washing, the ordinary work shirt fell into holes, a total loss. It's a different story for the M.S.A. ChemKlos shirt. After five months wear, and many washings it was still in good condition, as you can see from the photo at top right.

### WHY M. S. A. CHEMKLOS RESIST ACID, CAUSTIC, ABRASION

Dynel fabric is the secret of M.S.A. ChemKlos resistance to acids and caustics. This new fabric is inherently chemical resistant . . . the greater life is in the fabric, not added by a chemical process. And M.S.A. ChemKlos are made of Dynel *throughout*. Dynel means M.S.A. ChemKlos can be washed in solvents or caustics that would destroy ordinary work clothes. Stubborn grease, oil, wax are safely and easily removed. What about wear? Loomed in a special weave, M.S.A. ChemKlos resist abrasion, wear ON when other work clothes wear OUT.

### WHY M. S. A. CHEMKLOS LOOK AND FEEL BETTER

From collar to trouser bottom, M.S.A. ChemKlos meet comfort and style demands of workers everywhere. Tailoring is sturdy, gives the wearer freedom of movement. There's plenty of pocket room. Shirt tails are long, stay put when worn inside trousers. Fabric is smooth, pliable. M.S.A. ChemKlos are available in shirts, trousers and coveralls in smart looking, serviceable gray.

End your work clothes problems today. Our bulletin gives complete details on construction, sizes. Write for your copy.



Call the M.S.A. man on your every safety problem . . . his job is to help you.

### MINE SAFETY APPLIANCES COMPANY

Braddock, Thomas and Meade Streets, Pittsburgh 8, Pa.  
At Your Service: 76 Branch Offices in the United States

### MINE SAFETY APPLIANCES CO. OF CANADA, LTD.

Toronto, Montreal, Calgary, Winnipeg, Vancouver, New Glasgow, N.S.  
Representatives in Principal Cities in Mexico, Central and South America  
Cable: Address "MINSAP" Pittsburgh



BY JOE PENFOLD



Robert S. Bush, president of Pan American Airways Management Club and an NAF director sends us a fish story from Florida. Bob writes:

"Down Miami way, Lew Knerr of Pan American World Airways went for a sail in his 12-foot boat. Being an ideal day, he headed for the deep blue of the Gulf Stream. For the lack of anything else to do, he unlimbered his \$1.29 fishing rod, baited up with a piece of "cut bait", heaved it over and then concentrated on sailing the boat.

"For about an hour he sailed merrily along, completely forgetting that he had a baited line in the water. Suddenly came the smash of a terrific strike which took out practically all of his threadbare line. But, through skillful handling of his boat, he managed to hang on to whatever it was that seemed determined to tow him to Africa and points East. Suddenly the water exploded and to his amazement a dolphin of prodigious size leaped from the water.

"Buck fever took a firm hold of Lew about that time, as doubts and fears raced through his mind. Will the rod break? Should have gotten a new line! How can I boat it? If I lose it, will anyone believe me? However, after many runs, a sore thumb, a bruised knuckle, the fish was brought alongside. The only way to land it? Reach down, grab the fish and toss it into the boat. That was no mean feat as the dolphin was a full four feet long.

"Then the fun began. The fish no sooner hit the bottom of the boat than it started to thrash around,

making a 'Hooraw's nest' of all the gear within reach of its powerful tail. But before anything could be done to subdue the fish, it made a wild leap up over the side and back into the water, and started for parts unknown at express train speed. At this point Lew forgot wind, navigation, everything except what to do about the rod with the reel screaming like a banshee.

"He knew the fish was still well hooked, so he grabbed for the rod and started to play the fish all over again. After ten minutes of give and take, the fish weakened and was brought within five feet of the boat. Then without warning, the sea opened and the dolphin in one final leap made a beautiful arch and landed plumb in the middle of the boat.

"Now's the time for action," thought Lew. With a flying tackle on top of the fish, Lew held him

pinned until all evidence of movement was gone."

"That was one dolphin," concludes Bob Bush, "that was sure-nuff unpredictable."

## BIG HORN SHEEP ENDANGERED

Reports from Colorado and Montana indicate big horn sheep herds aren't doing so well. Many losses are reported by game technicians, the probable cause being a form of lung worm presumably contracted from domestic sheep and aggravated by drought conditions generally prevailing through their winter ranges. There's a big job ahead for the researchers and game wardens. We certainly don't want to take another big set back in population of this interesting animal and prize trophy.

## WILDERNESS TRIPS

This summer will mark the 20th anniversary of the "Trail Riders of the Wilderness" trips. Sponsored by the American Forestry Association, these wilderness trips provide a wonderful opportunity for anyone to visit some of America's most beautiful and inaccessible wilderness areas. Among the 17 trips scheduled this summer are pack rides in the Bob Marshall area spanning the continental divide between the Sun and Flathead river drainages of Montana. The riders are pretty sure to see white tail and mule deer, black bear and grizzlies, mountain sheep, goats, elk



Joe Penfold and riverman Bus Hatch shoot a Green River rapid in Dinosaur National Monument.

Art Carhart photo

MANAGE April 1953



and moose, and enjoy some superlative fishing as well.

There are pack trips in the Sawtooth country of Idaho, the High Uintas of Utah, The Maroon Bells-Snowmass area of Colorado, The Cascades of Washington, the Pecos Wilderness of New Mexico and other areas equally tantalizing. For the canoeist, ten days in the endless streams and lakes of the Quetico-Superior roadless area spanning the international boundary of northern Minnesota is a challenge.

The trips run about ten days so as to fit into the usual two week summer vacation. Costs are at a minimum, and well worth the experience. For details write "Trail

#### PLANNING TO MOVE?

If your mailing address is being changed for any reason, please let **MANAGE** know so we can keep your copies coming to you every month. If you are anticipating a move, please advise us of your new address just as soon as possible—and allow thirty days for the change to become effective.

Every month, **MANAGE** pays return postage on dozens of copies of the magazine which come back to Dayton because the subscriber has not aided us in keeping his address-plate up to date. These magazines never reach the subscribers.

Don't miss a single issue . . . keep us informed where you are and where you're planning to move.

Riders", American Forestry Association, 919 17th St., N.W., Washington, D. C.

#### "FUN WITH TROUT"

Fred Everett, writer, artist, and trout fisherman extraordinary, has recently published something really new and unique in the way of a book on trout fishing. His personal philosophy and his approach to the subject is that we trout fish for the fun of it. Through his superb illustrations and his very personal writing style that makes the reader believe he's conversing with the author, you'll get new concepts and ideas on the "gentle art of trout fishing."

Try "Fun with Trout," \$7.50, The Stackpole Co.

**MANAGE** April 1953

## Now **TWA** offers 2 all-cargo transatlantic flights every week

TWA all-cargo flights offer direct service to Paris . . . with regular "Speed-Pak" service to Switzerland, Italy, Greece, Middle East, India, and through to Colombo, Ceylon. Speed exports and imports between 60 cities throughout U. S. and 21 major world markets. All daily TWA transatlantic flights carry air mail and air cargo. Consult your freight forwarder or call nearest TWA office for low rates, schedules.

**TWA**  
TRANS WORLD AIRLINES  
U.S.A. • EUROPE • AFRICA • ASIA

ACROSS THE U. S. AND OVERSEAS . . . SHIP VIA TWA



★ ★ ★

### LIFE IS TOO SIMPLE

Had Abraham Lincoln been living today, the Rotary club would supply him with a good set of books, the Lions club with a reading lamp, the Cosmopolitan club with writing equipment, the Kiwanis club with a wooden floor for his cabin.

He would have the protection of the child labor law and government old-age insurance. A kindly philanthropist would send him to college with a scholarship. Incidentally, a case worker would see that his father received a monthly check from the county.

Rent control would reduce his rent by 50 percent. He would receive a subsidy for rail splitting, another one for raising some crop he was going to raise anyway and still another one for not raising some crop he had no intention of raising.

Result: There would have been no Abraham Lincoln!

★ ★ ★

★★★★★★★★★★★★★★★★



They Come to  
**New York**  
from everywhere

to enjoy the  
Value, Comfort and  
Convenience of the  
**HOTEL Woodward**

BROADWAY at 55th STREET  
Ideal accommodations  
for 800 guests  
Private baths, showers  
and radio. Television!  
FROM \$3.50 SINGLE \$5.00 DOUBLE

★★★★★★★★★★★★★★★★

# WHAT LABOR IS SAYING

This is a digest of the expressions of organized labor groups and leaders throughout the United States. MANAGE offers this objective report of the thinking of organized labor as a special service to management.

● **LIFE INSURANCE SALESMEN** were recently assailed by LABOR Newspaper for failing to sell "straight" insurance policies. Instead they try to sell you one which combines insurance with various "savings" schemes, which provide billions to the insurance companies for piling up assets. LABOR is afraid these insurance companies will soon own the country.

● **CIO SECRETARY-TREASURER JAMES B. CAREY**, in a radio and television debate with Chairman Harold Velde (R. Ill.) of the House un-American Activities Committee, contended that "Instead of hunting a Communist movement in Hollywood that died out many years ago, Velde's committee could perform a genuine public service by investigating big business favoritism toward Communist unions."

● **THE A. F. OF L. EXECUTIVE COMMITTEE** in their mid-winter session decided to conduct annual campaigns among A. F. of L. members for political contributions, beginning this year, at a rate of \$1.00 per member.

● **THE BULLS AND MATADORS WERE THERE** but there were no bull fights in Mexico City's Plaza Mexico when members of the Union of Banderilleros and Picadors struck for wages due them.

● **LABOR UNION MEMBERS** were warned recently to stay out of the stock market for their own good, as a result of the Federal Reserve Board's margin reduction. Wall Street brokers want to increase their profits by getting more suckers into their gambling game, the unions contend.

● **THE LOS ANGELES PRINTING TRADES COUNCIL** rebuked the United Railroad Operating Crafts for publishing propaganda which does not display

a Union Label of any printing trades craft.

● **PRESIDENT EISENHOWER IS BEING CRITICISED** by labor for urging statehood for Hawaii but not for Alaska. They explain that this is because the "big planters"—"Seven Families" of the islands who own most of the land, industries and banks will send two Republican senators to Washington.

● **BIG BUSINESS IS BEING ACCUSED** by labor of trying to control the schools by putting reactionary propaganda into schools and colleges against "Socialism." They define this type of "Socialism" as anything that the government does to help ordinary people.

● **THE AFL NEWS-REPORTER** praised the Wyoming legislature for defeating the so-called "right-to-work" bill, which would have outlawed the union shop and restricted labor otherwise, "despite a barrage of propaganda sent out by anti-labor movie magnate Cecil B. DeMille."

● **CIO PRESIDENT WALTER P. REUTHER** charged recently that the GOP's "phony" tax reduction campaign is merely a "propaganda carnival" featuring slight possible reduction in individual income taxes while granting big concessions to corporations.

● **THE TRUMAN LIBRARY FUND** IS \$250,000 richer due to contributions presented by the CIO and the United Steelworkers for "a great monument to a very great president."

● **THE UNITED AUTOMOBILE WORKER** recently blasted as "anti-labor" a measure introduced in the California Legislature by Assemblyman Harold K. Levering providing that college students working during their school careers shall not be required to join a union.

# LETTERS TO THE EDITOR

## DEMOCRACY

To the Editor:

While reading the January issue of *MANAGE* Magazine I found two instances of a fallacy that I feel should be brought to light.

Mr. DeHaven says in the tenth paragraph of his article, "Was I wrong?" He most definitely is! We do not have a Democracy, but we do have a Republic. There is a difference.

In "The Editor Comments" we again find the use of *Democracy*. While a loose interpretation of Democracy in this case would allow its usage, I feel that Republic would have been a better choice.

We are living in an era where confusion in political thinking is a prime factor of the Communist element. Democracy is one of their favorite words. According to the by-laws of the NAF, we must open our meetings with "I Pledge Allegiance to the Flag and to the Republic—" Not to the Democracy.

A large percentage of the people do not know the difference between a Republic and a Democracy. The constant use of an erroneous term or expression soon becomes so embedded that it assumes correctness. The transition from a Republic to a Democracy has been slowly creeping into our government and it must be stopped, if we are to continue to have the type of government our forefathers founded for us.

A. G. Griffin  
1400 "S" Street  
Bakersfield, Calif.

ED—Thanks, Mr. Griffin, for your letter of constructive criticism. I can't speak for Bill DeHaven, but, as you specify, I refer to Democracy in my editorial as a government where the people retain supreme power and exercise it through representation. All of us forget too often that we do live in a Republic and, as you point out, we do take "Democracy" for granted. Regardless of what we call it, we all want to do all we can to keep our citizenry conscious of the fact that good government is their business.

## CRITICISM NEEDED

To the Editor:

I just finished my initial reading of the February issue of *MANAGE*. I like to leaf through, reading the articles that appeal to me, then later go at it again covering even those things that seem to hold no interest for me.

I particularly enjoyed the beginning of "Management Must Be a Profession" by William Levy. We need to have someone "on our backs" in giving constructive criticism. It is all right to be told we *should*, in giving conditions, act

in such and such a manner. We should also be told that, under other conditions, we *did* act thus and so, and it was the poorest approach we could have made . . .

Jesse W. Born  
Joy Manufacturing Co.  
New Philadelphia, Ohio

ED—We are always glad to hear that *MANAGE* readers do not just thumb through our magazine and throw it aside. Thanks for the compliments on Bill Levy's article. Constructive criticism is what the management man needs most in order to improve himself. Watch for more of these articles in *MANAGE*.

## AN OSCAR FOR MANAGE

To the Editor:

. . . We management men have all been taught that telling people when they are doing a good job is part of the Golden Rule in human relations. I am certain I speak for thousands of management men when I say that you and all the *MANAGE* staff are turning out the best all-round magazine for management men in the country. If an Oscar were being awarded for the finest magazine of this kind, you certainly would win it . . .

James McCulloch  
1642 Lenwood Avenue  
Niagara Falls, N. Y.

## THE TAFT-HARTLEY ACT . . .

(Continued from Page 9)

can go to work, involves these issues.

1. Should a worker ever be forced to join any organization against his own free will?
2. Should a worker be allowed to go to work for any employer who may want his services, or should his right to seek employment be subjected to restrictions by union leaders?

In brief, the real issue is: Which is the most important, the individual worker or the labor union? This same issue, on a much broader scale, was raised once before in 1776. At that time the issue was—which is the most important, the individual or the State.

If the Taft-Hartley Act is to be revised, and there are no doubt some provisions in the law which can stand revision, the rights of the individual should not and must not be compromised. In our free economy, the individual is and must continue to be the most important person in America. This is not only true of the country as a whole, but it should also be true of every organization operating within our boundaries. This is a fundamental concept of our way of life

(Continued on Page 34)





# How would



# YOU

# have solved this?



**NOTE:** In order to be considered for cash awards and the certificates of special citation, all solutions to the "How Would You Have Solved This" supervisory problem must be postmarked not later than April 28, 1953. Address your solutions of no more than 500 words to Editor, MANAGE, 321 W. First Street, Dayton 2, Ohio.

## HERE IS THE SUPERVISORY PROBLEM FOR APRIL

Jim Jones is the manager of the sales planning department of a large paper corporation, a position which he has held for two years. He joined the company as a sales representative upon graduation from college ten years ago and has worked his way up the ladder to the position which he now holds.

Jim is a very competent supervisor. He has a good background of work in the field. He has held several lesser supervisory positions before being made manager of his department and did each job well. The relationship between Jim and his subordinates has always been a happy one. In other words, Jim is a definite asset to his company—that is, during working hours. After hours is a different story.

Jim's weakness is too much drinking. He is drunk on an average of three nights a week and, as the company is situated in a small town, is often seen by his fellow workers, subordinates and the townspeople in this condition. Jim, a bachelor, usually drinks in local bars and roadhouses where he is recognized and people have come to associate him with his company. This association throws a very bad light on the company name and has caused its executives no little embarrassment and worry.

As was stated before, Jim only drinks heavily when away from the company. At company functions, sales meetings and con-

ventions, he drinks socially and conducts himself in a manner above criticism. He does not seem to realize that although he is disassociated with the company physically when in this condition, still his actions are linked with his company and are hurting its good name in the community.

Company executives, although worried, have tried to overlook the situation because of Jim's past record and because his drinking has not affected the quality of his work. But the situation has become so embarrassing that it can no longer be overlooked.

Friends within the company and the general manager have spoken to Jim about the situation, but their tactful suggestions have not been effective. Now some positive action must be taken. What would you do about Jim's behavior if you were the president of this company?

### *Here Was the March Supervisory Problem*

Jimmy Doe is a bright young man (31 years old) employed the past four years in the engineering department of the Thumpo Company, makers of sheet metal products. He is a junior engineer, reporting to the assistant manager of engineering. The manager of engineering is a man about 60 years old, with 33 years of experience behind him at the Thumpo Company. He is quiet, easy-going and not too progressive. The assistant manager is 45 years old, with 15 years of Thumpo experience, and he possesses a personality identical to that of the manager.

Jimmy thinks a lot of things are done wrongly in the engineering department, and during his first two years he made lots of suggestions for the improvement of techniques to the assistant manager. Some of them were followed, bringing considerable credit to the manager and assistant manager. Jimmy finally "told-off" the manager and assistant manager one day and vowed he would not continue to make good suggestions if he was to get none of the credit.

So for the past two years, Jimmy has been taking his recommendations for engineering department improvements directly to the president of the company. The president is embarrassed by the situation, though he recognizes Jimmy's ability, because he sees many of the suggestions are good ones and passes them on to the manager of engineering to be put into operation. He feels that the young man does not have the Thumpo Company experience necessary to make him a good department head or an executive, and that the ideal place for him is in the engineering department where he is. The president further realizes that the manager and assistant manager of engineering are "in a rut" and not doing the kind of work necessary to make Thumpo more successful in the sheet metal products field. In short, Jimmy Doe is showing up his bosses and the president realizes it.

So the president must make a decision quickly in regard to Jimmy Doe. Should he allow the manager of engineering to fire Jimmy in order to preserve the unity of the engineering department—or what? If you were president of the Thumpo Company, exactly what would you do—and why?

## MARCH WINNERS

Following are the best "solutions" to the supervisory problem of the March issue. The men who wrote them have received checks for \$10.00 each and a handsome two-color Merit Award certificate for framing.

### To Whom It May Concern

By James R. Sebern, Oliver Corporation, Shelbyville, Illinois.

The notes below outline the steps I would take as the company president in your supervisory problem for March:

### To the Engineering Manager:

To fire young Jimmy Doe would convince every man in the engineering de-

MANAGE April 1953



partment that we are not interested in ideas or initiative in our employees. We need both to meet competition. So I am modifying our plant suggestion plan to allow suggestions from engineering employees. They will receive no cash awards since the creation of better engineering processes is part of the work for which they are paid. However, they will receive my personal commendation for good ideas.

#### To the Assistant Manager:

The manager will explain to you a new change in our plant suggestion system which vitally affects your department. Due to additional duties he will assume in the operation of the plan, he will have to assign some of his work to you. With the manager approaching retirement age, you will probably consider this a welcome opportunity to learn his job. Increasing competition is forcing us to more progressive methods. It is my hope that I will not have to go outside the company to find a man to implement a more progressive and aggressive policy. Make the most of your opportunity to show me what you can do.

#### To Jimmy Doe:

You can be of help in starting off our new suggestion plan and in our efforts to improve the morale and prestige of the engineering department. Some of your past suggestions have been excellent; the company has benefited by their use. The ability to improve operating procedures is something to look for in choosing supervisory personnel. Other factors to consider are experience, knowledge of the company's operation and ability to cooperate with both superiors and employees under your direction. Cooperation with and respect for your teammates will help to build prestige for your department and as a result for each of you as engineers.

#### Get Out of the Rut

By John Cole, Briggs Manufacturing Company, Detroit, Michigan.

There is something radically wrong in the engineering department when an employee goes to the president of the company with his ideas. The manager and his assistant should be called to the president's office for an interview to explain why they, with a total of 48 years of experience in handling men and problems, failed in the case of Jimmy Doe. This interview would bring out the department heads' side of the story, if any.

The president should then say, "Is it possible that this Jimmy Doe with a few years experience is smarter than you two are or are you just in a rut?" This should be food for thought to the two men.

There are two ways of keeping Jimmy Doe out of the president's hair:

First, put a suggestion box in the department, posting bulletins saying that

the suggestions should be signed and placed in the box. The suggestions would then be checked by the president and returned to the department heads.

Second, if the department is not too large, a meeting of the employees should be arranged every three months or sooner for a period of an hour or less, and the employees should be encouraged to discuss their suggestions and gripes at that time. Notes of the meeting should be sent to the president who would then know who are the live wires in the department.

#### Group Attack

By Joseph Stein, Hughes Aircraft Company, Los Angeles, California.

If I were president of the Thumpo Corporation and realized that Jimmy Doe was a sharp lad with good ideas, I would call him and his entire department into my office for a conference. I would explain that the company needed some new ideas and I was depending on all of them to come up with some good ones. There would be no personal gain unless the entire group benefited. I

(Continued on Page 34)

You can't see experience  
...but you can feel it!

Fly by Clipper\* and feel the experience that makes such a difference to Pan American passengers. You'll enjoy your trip more.



When choosing an airline, there's one thing above all to consider...and that's *experience*. Pan American—first to fly the North Atlantic, the Pacific, and to every continent—has the kind of experience that puts you at ease, that gives you that wonderful feeling of confidence.

There's a reason why last year, as in every other year since the beginning of international aviation, more people traveled to Europe by Pan American than by any other airline. In fact, Pan American alone

has made over 40,000 transatlantic Clipper crossings.

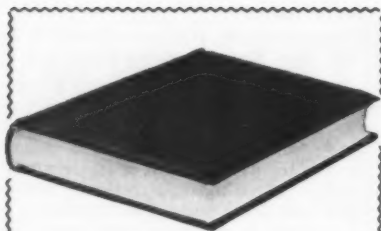
Six out of ten passengers leaving the United States for Latin America choose Pan American because they, too, prefer to fly on the World's Most Experienced Airline.

The Pan American World Airways System—with more than 25 years of overseas flying experience—today operates in 80 countries and colonies on all six continents. And in aviation, it's *experience that counts*...you can feel the difference.

\*T.M. Reg., PAA, Inc.

**PAN AMERICAN  WORLD AIRWAYS**

**WORLD'S MOST EXPERIENCED AIRLINE**



To make cost control really work, you need these three basic elements: 1) work standards to measure productivity; 2) supervisory action to correct lost and wasted time; 3) real money incentives. This book tells you how to take action to get all three—how to establish and check work standards . . . how to choose the personnel who can regain wasted time for you . . . how to pick the best incentives for your plant.

### Packed with techniques to help you set up the new method

How to set up charts for plotting a **curve of expenses**. There's only one sound way to do this, says this engineer-manager, and he tells you how to draw the curve, how to adjust the curve, how to read the curve.

How to find your **standard material costs**, and how to figure out the variances from these.

How to find the **leaks in cost control**—the variances—and how to call attention to them and act on them.

How to tell whether a "**special line**" is making money or costing money. Shows you hidden costs in a special operation.

How to use a basic rule to determine **how much stock** you should carry.

How to know which kind of **employee incentives**—profit-sharing, bonuses, individual incentives—really work in getting out more production.

How to set up a line diagram to determine **conversion costs**.

How to determine **which persons** ought to keep a rein on which costs.

How to use the **most useful denominator**—standard time—to figure your overhead.

How to make line diagrams to determine **how many processes** you have.

How to determine **how much material** you actually use to make each salable product.

How to know when profits are fictitious, and what your **real profits** are.

## Boost profits with this unique method of cost control

There is only one realistic way to control costs and thus keep profits from sifting away, says this famous industrial engineer. In this book he brings a thoroughly unique approach to the problem of cost, pricing, and profit in manufacturing. The book shows you how, since manufacturing is conversion of the material to the product, that is the cost you must reckon—the total conversion cost. It fully explains the approach and describes the methods to plug cost leaks . . . know how to price each line . . . and develop effective methods of cutting costs and increasing production.

# How to Control Production Costs

by Phil Carroll

Author of "Timestudy for Cost Control," "Timestudy Fundamentals for Foremen," and "How to Chart Timestudy Data"

264 pages, 6 x 9, 76 illustrations, \$5.00

This practical book is written for immediate in-the-plant use. Besides thoroughly explaining the total-conversion-cost method of control, it gives you every tool for putting that method to work immediately.

You start by throwing out old and unreliable systems—budgets that are unrealistic or overhead ratios that are more a drag than a guide.

Then you are shown how to set up the new conversion-cost system, by first setting up a realistic overhead—based on standard time—and finding standard material costs. Thus you can plot your expenses, find your variances, and price your products "right."

The action that you must take to make this new system really effective is clearly outlined for you in the book. You'll see here how to make accurate sales forecasts . . . control production within accepted variances . . . get engineers to specify . . . set up effective employee incentives . . . get clear, prompt reports.

### CONTENTS

1. Why We Need Cost Control
2. Separate Fact from Fiction
3. Fallacies in Overhead Costs
4. Errors from Wrong Yardsticks
5. Manufacturing Is Conversion
6. What Measures Salable Pieces?
7. How to Analyze Your Overhead
8. Plot Expenses for Trend Lines
9. Setting Your Expense Budgets
10. What about Material Costs?
11. You Should Set a Normal Volume
12. How to Determine Conversion Costs
13. Why Not Standardize Your Costs?
14. Call Attention to Variances
15. Break-even Points Are High
16. Plug Your Sales Profit Leaks
17. What Products Are Profitable?
18. Start with Sales Forecasts
19. How about Production Control
20. Do Your Engineers Specify?
21. People Spend Money
22. Analyze Your Operations in Detail
23. Why Neglect the Indirect?
24. More Tools for Cost Reduction
25. Control Demands Prompt Reporting
26. Control Is Taking Action

ORDER DIRECT FROM

**MANAGE MAGAZINE**

DEPT. MB

321 W. FIRST ST.

DAYTON 2, OHIO

# ★ MANAGE SERVICE BUREAU ★

## New Products and Free Publications for Management Men

### \$2 Saves \$200

Sweeping the country is the **Kozak Auto Dry Wash**, an amazing fibre cloth, scientifically treated and woven into a thick heavily napped blanket that gobbles dirt, restores polish in a few easy strokes.

Sold with a money back guarantee, you can try this **Kozak** cloth at no risk. Say goodbye to messy soap, water, sponge, chamois, wet clothing, hand rubbing, high priced wash salons.

Not "just a novelty." 10 million **Kozaks** have been purchased by critical people in the last 26 years. Learn more about this miracle cloth which "drywashes" your car 99 times free.

**CIRCLE 401 ON SERVICE COUPON**

### Sure, You Want to Advance!

"Getting Ahead in Industry" is the title of a booklet offered free by **Lincoln Extension Institute, Inc.**

This booklet describes **Lincoln's Factory Executive Service**, a home study training course planned for foremen and supervisors. This course is designed for men on the job who aspire to higher jobs or better performance in present jobs. It is not necessary to be a high school graduate to take this training since it makes full use of practical knowledge and industrial background.

Among the many subjects covered are: The Foreman—His Personality, The Foreman—His Leadership, Practical Shop Mathematics, Shop Sketching—Blueprint Reading, Materials Handling, Time, Motion and Methods Study and many others.

It costs nothing to learn more about this service to help you advance. Top management appreciates the foreman who works and studies to improve himself.

**CIRCLE 402 ON SERVICE COUPON**

### New Safety Films For Foremen

The foreman's key position in the plant safety program is the theme of two safety films released by the **National Safety Council**.

"Pick Your Safety Target," an all-color cartoon film based on actual accident-reduction plans within industry, features a foreman beset with an accident-ridden department. The film sets forth a three-step plan for detecting accident causes and taking corrective action.

The second film, "A Gray Day for O'Grady," employs a series of comedy situations to dramatize the high cost of accidents.

O'Grady, the new foreman, learns that it

takes time and money to prevent accidents, but that it takes a lot more time and money to have accidents.

Both available in 35mm sound slidefilm or 16mm sound movie. For more info, prices, etc.

**CIRCLE 403 ON SERVICE COUPON**

### Free Chart Shows Drill Sizes

**Ace Drill Corporation** has prepared a convenient 11"x14" wall chart for use in Tool Rooms and other locations where drills are used or specified. This chart consolidates fractional, wire, letter and millimeter sizes into one consecutive listing, in numerical order of their decimal equivalents. This covers the complete range of 327 drill sizes from .0135" to 1.000" diameter. To get one—

**CIRCLE 404 ON SERVICE COUPON**

### Show "Safety Saves"

When it comes to training industrial truck operators, one picture is worth a thousand words. **Clark Equipment Company** has released "Safety Saves" a 30 minute sound movie, filmed entirely "on the job." The only film of its kind in the materials handling field, it can help you reduce accidents and cut damage-to-goods. For reservation form—

**CIRCLE 405 ON SERVICE COUPON**

### Versatile Portable Table

Regardless of what you fabricate in your department, the **Porteivator** is an answer to handling needs.

It is a height adjustable table work-bench which can be moved wherever needed. Uses are limited only by load capacity, maximum and minimum vertical travel, and the surface upon which it rolls.

This item can be used in so many ways to lift, lower or transport. Economical price should make it easy to get for your department. For more data—

**CIRCLE 406 ON SERVICE COUPON**

### New Literature Offered

(Circle Number on Service Coupon)

**407**—Send for Bulletin 126 which describes **Kelite Spray White** now being marketed as the "first universal cleaner." Applied by a hand-sized pressure spray gun, it removes grease, oil, wax, gums, dirt, dye, ink, cutting soap, light carbon, etc.

**408**—Presenting the adaptability, versatility and application of **Cratex Rubberized Abrasives**, together with complete specifications and prices is the interesting content of the new **Cratex Catalog No. 53**. It contains complete and comprehensive information about rubberized abrasives on burring, smoothing and polishing operations and their use in industrial establishments.

**409**—Chemical and physical properties of bronze welding alloys produced by **Titan Metal Manufacturing Co.** are outlined and discussed in a new six-page folder. All latest ASTM, A.W.S., Federal and Navy specifications which Titan bronze welding rods will meet are shown, as well as recommended uses and applications for specific Titan alloys.

### Literature Offered in Ads

The most complete catalog on universal joints on the market is **Catalog No. 27** offered by **Apex Machine and Tool Company**. (See page 20).

**CIRCLE A421 ON SERVICE COUPON**

Note: Inquiries for the items listed above will not be serviced beyond May 30.

## MANAGE MAGAZINE

321 W. First St., Dayton 2, Ohio

1953

MANAGE  
SERVICE  
BUREAU

Please send me further information on items circled below:

401	403	405	407	409
402	404	406	408	A421

Name ..... Position .....

Firm ..... Business .....

Please check one ☐ Firm address ☐ Home address } Street .....

City ..... Zone ..... State .....



## INDUSTRY SPOTLIGHT

A panel discussion on "Hard to Machine Materials," reports of special research on grinding of geometric sections and a tour of the new million-dollar machine tool laboratory of Purdue University at Lafayette, Indiana, will highlight the Tool Engineering Conference at Purdue on April 18, sponsored by Indiana chapters of the American Society of Tool Engineers.

Howard F. Brenholts, president of Brenholts, Goin & Ogg, Inc., management consultants, announced recently that David A. Coulter has joined their company as a vice president. Mr. Coulter formerly conducted his own consulting business specializing in marketing.

F. Dier Tincknell has been named treasurer of the Chain Belt Company, Milwaukee, succeeding George M. Dyke who has retired after thirty years of service to the company. Tincknell was formerly assistant treasurer.

"The trouble with our government for the past twenty years is that it has not been a business government; it violated too many natural laws; it ignored too many fundamental economic principles," says Thurman Sensing of the Southern States Industrial Council.

Herbert P. Dales has been appointed sales manager and Carl L. Adelman, assistant sales manager, of the Coated Products division of The Carborundum Company located in Wheatfield, New York.

"For years we've been concentrating on production. The time has come for concentrating on selling," H. E. Humphreys, Jr., National Association of Manufacturers regional vice president and president of the U. S. Rubber Co., said in announcing the first in a series of clinics sponsored by the NAM for the selection, training and compensation of salesmen.

John K. Northrop, internationally recognized aeronautical engineer and designer, has been retained on a part-time basis as a consultant to the president of The Garrett Corp., Los Angeles, J. C. Garrett announced recently. Mr. Northrop retired from the presidency of Northrop Aircraft, Inc., last November.

J. B. Andrews, international president of the National Office Management Association, says that the coffee break which civilian business has turned into an important production tool is too valuable to morale and productivity—when properly managed—for Washington to discard without attempting first to correct the ills of the government version.

First session of the year of its school on the use of tungsten carbide tools in woodworking is scheduled for May 4, the Carbology department of General Electric Company reports. The course is the third to be held by the Carbology organization in this specialized field.

Motorola has announced the appointment of L. Harriss Robinson to the position of manager of the Washington, D. C. office of Motorola Communications and Electronics, Inc. The newly created federal agency liaison position is the result of increased government requirements for mobile power, power line carrier, supervisory control and microwave communications equipment.

The American Cyanamid Co. recently announced the election of two men to executive positions. Mr. L. C. Perkinson was named vice president, and Mr. G. C. Walker was elected treasurer of the company.

A new non-destructive testing department, headed by Alexander Gobus, has been established by the North American Philips Company, Inc., to handle new research developments in the industrial x-ray field. Mr. Gobus is one of the country's leading experts on industrial fluoroscopy and radiography and other forms of non-destructive testing.

More employees were injured away from their jobs in January than were injured in the whole 12 months of 1952 on their jobs in Du Pont plants and laboratories all over the country, a company safety survey shows.

The first West Coast regional conference of industrial, commercial and governmental suggestion plan supervisors was held in Los Angeles on April 13.

The American Cyanamid Company will construct and operate an experimental chemical pilot plant in Waterbury, Connecticut, under contract to the United States Government, it was announced recently.

The Merchants and Manufacturers Association will be represented on a committee of the U. S. Department of Labor by its director of research, David G. Soash, it was announced recently. Soash will be a member of the Business Research Advisory committee of the Bureau of Labor Statistics.

John F. Gordon, a vice president of General Motors and chairman of the board of regents of General Motors Institute in Flint, Michigan, has announced expansion of the Institute comprising a new building of 83,000 square feet to be added to the present structure.

A new approach to the problem of manufacturers who are anxious to get into the supermarket and chain store fields, but do not have the know-how to get their products into these markets, has resulted in the formation of the Super-Marketing Organization in Newark, N. J., it has been announced by Joseph Kardonne, president. They will handle only non-food items.

Joseph E. Berman has been elected president and chairman of the board of the seven-year-old Industrial Metal Protectives, Inc., Dayton, Ohio, manufacturers of Zinclate, a substitute for galvanizing. He succeeds H. A. Toulmin, Jr.

The Council for Technological Advancement in a recent report called for a program which will "encourage in atomic energy the same kind of competitive effort which has made the automobile and chemical industries what they are today, that competitive effort which keeps all American industry pushing at the frontiers of technology."

The election of Samuel B. Casey as a member of the board of directors of Mine Safety Appliances Co., Pittsburgh, has been announced by George H. Deike, president of the firm. Casey succeeds the late Howard Zacharias.

Acquisition of a controlling interest in the David White Company, Milwaukee, has been announced jointly by retiring president Charles O. Rothweiler and an investment group headed by Loewi and Co., Milwaukee, and Bear, Stearns and Co., New York. The David White Company manufactures three-dimensional cameras and engineering and navigation instruments.





As two gentlemen passed a Broadway theatre, out stepped one of the ravishing, alluring Follies beauties.

"I feel like taking her out again," whispered one.

"Have you had her out?" asked the other.

"No, but I've felt like it before."

Middle age is the time of life when a man stops wondering if he can escape temptation and begins to wonder if he's missing any.

A sign in a western town reads: "4,029 people died of gas last year in this state—2 inhaled it; 27 put a lighted match to it; and 4,000 stepped on it."

She was only a gravedigger's daughter, but you ought to see her lower the beer.

Girls and golfers have the same ambition to go around in as little as possible.

"I have a cold or something in my head."

"A cold, undoubtedly."

Two men were discussing the Darwin theory of evolution one morning as they rode their train to work. As they talked a man sitting behind them pricked up his ears and finally he leaned over from his seat.

"Do you men really believe in that Darwinian theory?" he asked curly.

"Yes," quickly retorted one of the men, "and I am inclined to go farther than Darwin did."

"What do you mean by that?" snapped the man in the seat behind.

"Well, Sir," smiled the first, "I believe that some members of our species have started on the return trip."

"What's your name?"

"Thomas Jefferson."

"That's a pretty well known name."

"Well it oughta be, I've worked for Douglas for 2 years!"

There was a sad incident one day in the heart of the Ozark Mountains. A farmer's mule kicked his mother-in-law to death. A tremendous crowd turned out for the funeral, but it was made up almost entirely of men. The minister commented, "This old lady must have been mighty popular because so many people will leave their work to come to her funeral."

"They're not here for the funeral," said a surprised farmer. "They're here to buy the mule."

The man who has a right to boast doesn't have to.

Yesterday I cleaned my shotgun on the front porch and today my daughter had eight proposals.

A woman doesn't need to add if she can distract.

It's a good idea to be true to your teeth—or they will be false to you.

She: "What do you think of my hour-glass figure?"

He: "Too much sand around the bottom."

He didn't want to marry her for her money, but he didn't know how else to get it.

Patron: "I'll take the dollar dinner."

Waiter: "On white or rye?"

Most people can drink just as easily sitting down as they can standing up. But few people can stand up as well after they've been drinking sitting down as they can sit down after drinking standing up.

The patient was getting better. He asked repeatedly for food and finally the nurse served him a spoonful of rice.

"That's wonderful," he said as he finished, "now bring me a postage stamp. I want to read."

#### "DOWN AT THE SALT MINES"



"Yes, Mr. Doldrum, I understand. You want it done over again . . ."

## THE TAFT-HARTLEY ACT . . .

(Continued from Page 27)

which must never be compromised. We have preserved this concept only because we allow ourselves to think in terms of the individual rather than the masses. Once a country begins to think in terms of the people as a group rather than people as individuals, the concept of individual freedom is lost. That is what makes the difference between a free nation and an iron curtain nation. History has born this out.

In the final analysis, the battle over the Taft-Hartley Act will and should be settled on the basis of what is best for the individual worker. In this battle, all segments of management from the foreman to the chairman of the board have an obligation to tell the worker what the law actually is and how it affects him as an individual. Only then will the workers of this country be in a position to make their decision in true American fashion as to what, if anything, should be done with Taft-Hartley. Once the American worker has the facts his decision will be the right one, because we have in this country the most intelligent workers in the world and they haven't let anybody down yet and never will.

So that supervisors may make this article on the Taft-Hartley Act available to their employees, MANAGE is offering reprints at ten cents each. They may be ordered directly from MANAGE, 321 West First Street, Dayton 2, Ohio.

## PROCEDURES ARE A MANAGEMENT TOOL . . .

(Continued from Page 10)

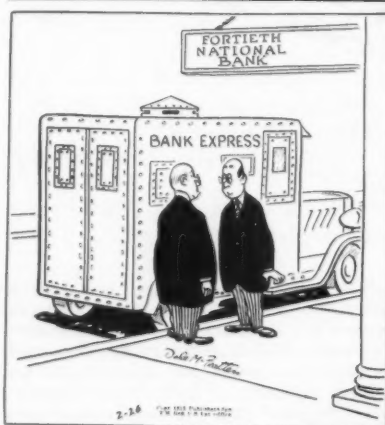
tacted the systems men of his company and they were able to provide a marketed filing system which solved the problem handily.

If a department of systems specialists is not available to make systems analyses of problems or suggest equipment or techniques for simplifying the job at hand, the next step is to check with other departments that have like problems. For new equipment ideas check with your Purchasing Department.

Every supervisor should remember that his development is the development of the people he supervises. When the team does a good job it means the supervisor is doing a good job. If you guide your group they can help produce the ideas which mean effective procedures. The qualification of "effective" for procedures is a qualification by which all tools are judged, and procedures are tools of management.

### STRICTLY BUSINESS

by McFeathers



"Do you hear the rattle of dice?"

## MILWAUKEE . . .

(Continued from Page 12)

them to do. Tours of the city and surrounding area include stops at some of the city's outstanding old world restaurants and the industrial plants which form the backbone of the city's economy. Perhaps a visit to beautiful Mitchell Park to see the sunken gardens and botanical conservatory can be arranged. Milwaukee's retail stores, among the best in the Midwest, frequently preview the latest fashions for visiting conventioners. (There is no sales tax in Wisconsin, so be sure to prepare a complete shopping list and come ready to take advantage of the merchants.)

It goes without saying that no visit to Milwaukee would be complete without a tour of one or more of Milwaukee's world famous breweries. Each week thousands of visitors marvel at the cleanliness and efficiency of the highly mechanized operations which bring those bottles of amber fluid into your

refrigerator. You'll marvel at this magic of mass production which has made Milwaukee the beer capital of the world. The highlight of any brewery tour, of course, is sampling direct from the keg ample quantities of the beverage which has been carefully supervised and properly served by the skillful German brew masters.

World travelers like H. R. Markham of the *Christian Science Monitor* have been captivated by the beauties of Milwaukee and its natural attractions. Markham said, "Milwaukee is beautiful. It is one of the world's most splendid cities and not surpassed by many of the world's capitals . . . its waterfront, its vast parks, countless acres of lawns and miles of arched avenues are adornments which any city of the world might envy."

You too will find Milwaukee a delightful place to visit, so don't forget to mark these convention dates on your calendar: September 23, 24, 25, 26.

## MARCH WINNERS . . .

(Continued from Page 29)

would say that all my employees in the engineering department had recently come up with some excellent suggestions and I was merely complimenting them on their ability and hoped that their efforts would continue.

By making it a group attack, I would not be offending the oldsters in the department, especially the fellow who had served 33 years, and I would not be reflecting too much glory on young Jimmy Doe even though I would be able to judge that a lot of ideas originated with him. By doing this I would keep a good man, hoping that extra training would make him a potential manager. Also this mode of attack would take the other members of the department out of a rut and make for better relationships all around.

**Honorable Mention**—D. R. Barnes, South San Francisco, Calif.; James C. Chandler, Fort Worth, Texas; David L. Dougherty, Van Nuys, Calif.; P. D. Gathings, Jr., Fort Worth, Texas; John W. Halterman, Jr., Tulsa, Okla.; Harry Hansen, Tulsa, Okla.; E. W. Hightower, Marietta, Ga.; J. J. Kronenwetter, Emporium, Pa.; R. H. Martin, Santa Monica, Calif.; Philip A. Overton, Santa Monica, Calif.; R. R. Samples, Fort Worth, Texas; R. F. Shane, San Diego, Calif.; George R. Simpson, San Diego, Calif.; George F. Struble, Jr., North Hollywood, Calif.; Morris Thompson, Buffalo, N. Y.; Arthur Wilding, Terre Haute, Indiana.

MANAGE April 1953

## Making Knots in New York Harbor



**T**he Reading Company at its huge coal terminal near Perth Amboy handles as much as 4,000,000 tons annually. Most of this coal is distributed to docks in New York City and Brooklyn in 10,000-ton barges.

Three new tugs powered with Fairbanks-Morse Diesels and equipped throughout with F-M Generators, Pumps and Motors are setting new records for speed and economy in this important task. Fairbanks, Morse & Co., Chicago 5, Illinois



# FAIRBANKS-MORSE

*a name worth remembering when you want the best*

DIESEL AND DUAL FUEL ENGINES • DIESEL LOCOMOTIVES • RAIL CARS • ELECTRICAL MACHINERY  
PUMPS • SCALES • HOME WATER SERVICE EQUIPMENT • FARM MACHINERY • MAGNETOS

this  
which  
beer  
light  
e, is  
mple  
hich  
and  
Ger-

ark-  
oni-  
the  
its  
said,  
one  
ities  
the  
ont,  
s of  
ues  
y of

e a  
on't  
tion  
ber

the  
ntly  
es-  
ing  
hat

uld  
de-  
who  
be  
ang  
be  
gi-  
uld  
tra  
ial  
ack  
the  
for

es,  
C.  
L.  
ch-  
W.  
ry  
er,  
m-  
ta  
ta  
ort  
go,  
go,  
th  
ns,  
re

# See how V-Belt *Preventive Maintenance* can

**Save \$1300**



What is the *real* cost of replacing a set of V-Belts on a machine? Often it is far more than just the cost of belts.

For example: A dye works operates this heavy-duty calender which processes 500 feet of cloth per minute. The drive has 6 belts. Here's the cost when the calender is shut down for a belt change:

Cost of new belts.....	\$ 120.00
Cost of labor.....	2.00
Cost of lost production during down time.....	1300.00
Total cost of belt change.....	\$1422.00

Dayton V-Belt Survey Experts often can extend the time period between belt changes by 50 per cent—through installing Dayton V-Belts. In this textile plant, for instance, it would be possible to extend the time between changes from 5 to 7½ years. This, in itself, is a worthwhile saving. *But the real pay off comes from the elimination of costly down time through Dayton's Preventive Maintenance Program.*

You too can make BIG savings with Dayton V-Belts and Preventive Maintenance. Call your Dayton Jobber for further details. He's listed under "Belting" in your local telephone directory.

DAYTON RUBBER COMPANY • DAYTON 1, OHIO



## Dayton Rubber

*Since 1905*

WORLD'S LARGEST MANUFACTURER OF V-BELTS



e  
h  
-  
n  
-  
e  
-  
s  
r  
r  
o  
]  
3